

SEQUIM POLICE DEPARTMENT FIVE-YEAR STRATEGIC POLICING PLAN FY2006-2012: THE 2012 POLICING PLAN

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SEQUIM CHIEF OF POLICE**

NOVEMBER 13, 2006

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CITY OF
SEQUIM
POLICE DEPARTMENT

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October 2006

TO: City Manager Bill Elliott
SUBJECT: Strategic Plan for FY2006 to FY2012

In response to the City Council adopting the goal of supporting the development of a multi-year strategic policing plan during their 2005 Goal Setting Session, the police department facilitated the recruitment of a Strategic Planning Group (SPG) that was composed of law enforcement executives to coordinate a thorough review of agency operations with the specific intent of developing a report that would serve as a resource for the police department staff to develop a strategic plan that would guide the police department through 2012.

With my appointment as Chief on February 14, 2005 the police department began the implementation of a new customer-oriented philosophy as well as the development of a **new agency mission statement, vision and guiding principles** – important foundational steps from which to springboard to other important evolutionary changes.

In March 2005, the agency posted its first web-based survey of **community perceptions of crime**; the results of that survey, included in this document, have helped steer development of agency priorities. During the summer of 2005, I implemented an **agency-wide employee survey**, which is also included in this study.

During the **end of 2005 a citywide survey** was conducted to evaluate the perceptions that the citizenry shared regarding their perceptions of the police department, service and fear of crime. The results of this survey are incorporated into this plan and provided invaluable in the design of future programming by the police department staff.

The police department has begun shifting to a different mode of policing, evolving from merely enforcing laws to solving problems in an attempt to become increasingly sensitive and responsive to community desires and expectations. However, at the same the department is handling a rapidly expanding demand for service from a community, which is growing faster than our police services are currently configured and resourced to handle efficiently. In 2006, the Department embarked into the proactive development of both emergency management responsibilities and crime prevention programming.

With vigor and directed strategies, the department will now begin the next step to embrace **Community Oriented Policing and Problem Solving (COPPS)** from the mere understanding of the philosophy to living that philosophy as a culture in the police department. The department is also determined to maintain forward momentum in our commitment to ‘**continuous improvement**’ by embracing and targeting **law enforcement accreditation** as a means to benchmark our operations against the policing profession while also proactively managing risk. This strategic planning document is intended to serve as a road map for the department and city management with the support and oversight of the City Council to follow and reference in a goal-oriented quest to build the very best law enforcement capabilities to serve the mounting public safety needs of our growing community in a cost-conscious manner.

An ongoing strategic planning process helps the police department chart a general long-range course within our planning horizon. Revalidating this plan on an annual basis, ideally following receipt of an annual operating-year budget, will help the police department articulate required adjustments to management and program emphasis, illuminate and assess the risk we must assume from shortfalls in requested operating and staffing resources, and foster required accountability.

There are of course costs associated with growing the police department to be able to meet the needs of a growing and vibrant community. However, a reallocation of currently used overtime, the use of lease-purchase agreements to obtain necessary capital equipment purchases (vehicles, radar units, DVD in-car cameras, radios, etc), a consistent and fair level of enforcement that translates into an increase in fines revenue and a greater emphasis on commercial vehicle enforcement will also ease the impact that future budget requests will have on the City's General Fund.

This plan is not based on a panacea or maximum funding for the police, it is targeted to provide a solid policing program that can meet the growing demands of the community before growth and crime outstrips the ability of the police to proactively respond to an evolving crime challenge.

The City Council, City Management staff, the Police Department, and the citizens of Sequim are continuing our mutual journey toward excellence and continuous improvement. With continued rapid and expansive growth occurring in the city's commercial and residential areas combined with explosive growth in the surrounding unincorporated areas around the city and the impact of growing tourism will ensure that the coming years will challenge us to match growth with demand for services. Our goal is to expand proactive outreach services that will enhance the livability of the community, while also deterring and displacing crime from Sequim. Together, we can attain what we have envisioned.

Robert L. Spinks

ROBERT L. SPINKS, MA, MS, DABLEE
Chief of Police

cc: City Manager William Elliott
Mayor Walt Schubert
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Bill Cooper
Chief of Police (Ret)
Bainbridge Island Police

Phil Shave
Director, Law Enforcement Services
Washington State Parks

John Fowler
Commander, Office of Professional Accountability
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The charter of this team was to prepare recommendations for the City of Sequim and Sequim Police Department to build a 5-year plan. Initiation of the plan is set for January 1, 2007, to run to 2012. Fiscal (and calendar) Year 2006 will be the preparatory year to roll out the plan, train the staff, and make necessary modifications to the organization, its mission, operation, and administration, as well as to set the budgeting process in motion for 2007. At the time of the request for services from the department, Chief Spinks and his staff had expended considerable time and resources in developing a detailed draft plan. Much of the draft is incorporated into this final document, which has been supplemented by the work of the review team. A team of experts was assembled and tasked with making recommendations in critical areas, as will be discussed. The Review is comprised of three members, each with extensive background in the various areas of law enforcement:

Bill Cooper – Bill is a 30-year veteran of law enforcement with a wide variety of experience, including administrative. Bill is the retired Chief of Police from Bainbridge Island, WA. Bill brings an emphasis on organizational development, financial management, staffing, and operations.

John Fowler – John is also a veteran law enforcement officer with 31 years experience, as Chief of Police for two departments. John currently works for the Office of Professional Accountability for the Seattle Police Department. John brings line and administrative experience with an emphasis on policy, and internal disciplinary actions.

Phil Shave – Phil is currently the Chief of the Washington State Parks Law Enforcement Department. Phil also brings line and administrative experience, with an emphasis on training from his past assignment as an executive for the Washington State Criminal Justice Training Commission (WSCJTC).

The Review Team was assisted by a large and in some cases informal Department Strategic Planning Team that involved survey participation, group projects, and extensive discussions carried out by the Department's Management Team, team meetings and individual meetings with staff members.

Chief Spinks, in his introduction, speaks to moving his new department into a proactive policing strategy, designed to involve the citizenry, business, social services, civic groups, and the Police Department. His plan is to employ a strategy of involving the community in enhancing its own quality of life by reducing its fear of crime. This report strongly favors such a path. Chief Spinks also discusses financial issues associated with his annual budget, population growth, increased activity levels, and staffing needs.

Chief Spinks describes his ideal future for the department built around four elements:

- Vision
- Capacity
- Stamina
- Durability

His expected outcomes from adopting the 5-year plan include:

- Clarity of vision for the Police Department
- A focus on required resources for capacity-building and the stamina to maintain it
- A realistic basis for staffing and infrastructure needs to meet the department mission and community expectations
- Identification of specific tasks whose realistic attainment will achieve the overall vision of this plan
- Moving closer to an eventual goal of attaining accreditation as a foundation for continual professionalism.

The team will describe a similar, but more comprehensive set of business principles for accomplishing the chief's vision. The chief's vision also includes a more refined Community Policing philosophy and operation; he further includes Community Oriented Policing and Problem Solving. Both are excellent philosophies necessary to accomplishing the goals of the Police Department. The outcomes from the study will be to determine the following. Each of these outcomes will be discussed in this report, and recommendations for action provided.

- Clarity of vision for the department
- A focus on required resources for capacity-building and the stamina to maintain it
- A realistic basis for staffing and physical infrastructure needs to meet the department mission and community expectations
- Moving to attaining law enforcement accreditation.

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EXECUTIVE SUMMARY

Robert L. Spinks, appointed Chief of the Sequim Police Department in February of 2005, brought with him a strategic vision of where the department must succeed in the future, and ideas for its mapping. As a part of this process, he charged his management staff and chartered a team of subject matter experts to evaluate the state of the department as a baseline for a strategic plan to carry the agency into 2012. These assessments, as well as solicited community input, underpin this plan. Expected outcomes include:

- Clarity of mission, vision, organizational values, and guiding principles for the Sequim Police Department.
- A realistic basis for staffing, resource, and infrastructure needs to meet our mission and community expectations.
- Identification of recommendations whose realistic attainment will achieve the overall vision of this plan.
- Attaining standards and levels of effectiveness equaling those associated with departmental accreditation.

Sequim is experiencing significant growth. Over the next few years, the ability of the department to deliver quality service will mandate insightful use of sound business principles and will require accountability through performance standards. Traditionally, as population and service requests increase, law enforcement seeks additional resources each fiscal year. We have been no different. As local government and citizens rarely measure outcomes actually produced by the police, alternative approaches to producing efficiencies and measurable outcomes with fiscal prudence must be explored. Several such approaches appear to offer opportunity:

- The implementation of a far more effective Community Oriented Policing and Problem Solving (COPPS) strategy, (*refer to Appendix A for a definition of COPPS*).
- Examination of methodologies for better controlling, collecting, analyzing, and supplying near-real time data to field units for crime reduction and to investigative units for enhanced casework and case-closure rates.
- Examination of process improvement and root cause analysis technologies to better understand internal business processes, eliminate defects, and improve efficiency.
- Adopting management approaches relating our mission, vision, and strategies to provide visibility of key performance indicators that can be aligned with our overall goals and objectives for enhanced mission outcomes.

Because Sequim is a growing city, the goal is to manage the growth in crime and calls for service, create partnerships with the community, grow the department budget and staffing levels based on specific triggers, and be accountable for the precious tax dollars that are entrusted to the agency.

CHIEF'S INTRODUCTION

By all measurable standards, the Sequim Police Department has made tremendous strides forward over the past decade, stressing commitment to professionalism, accountability, and service. The agency has gone through a unique transformation from decades of

reactive, and often times undirected, policing to emerge with a new chief, a new albeit younger staff, a new commitment to excellence, and a continuing transition, to Community Oriented Policing and Problem Solving (COPPS).

A strategic plan has never been developed by the Sequim Police Department. Historically, we have **reacted** to community concerns, crime, and emerging public safety issues instead of having a focused plan promoting a **proactive** approach. This strategic plan culminates a deliberate, first-ever process involving numerous individual citizens, members of the business community, local government and civic groups, and employees and volunteers of the Police Department. Through this community-based process of inclusion and partnership, the Department has worked to identify law enforcement-related issues, emerging problems, and community needs. With such input, we can develop strategies to fulfill identified needs through active and open dialogues with the citizens we serve and our other stakeholders.

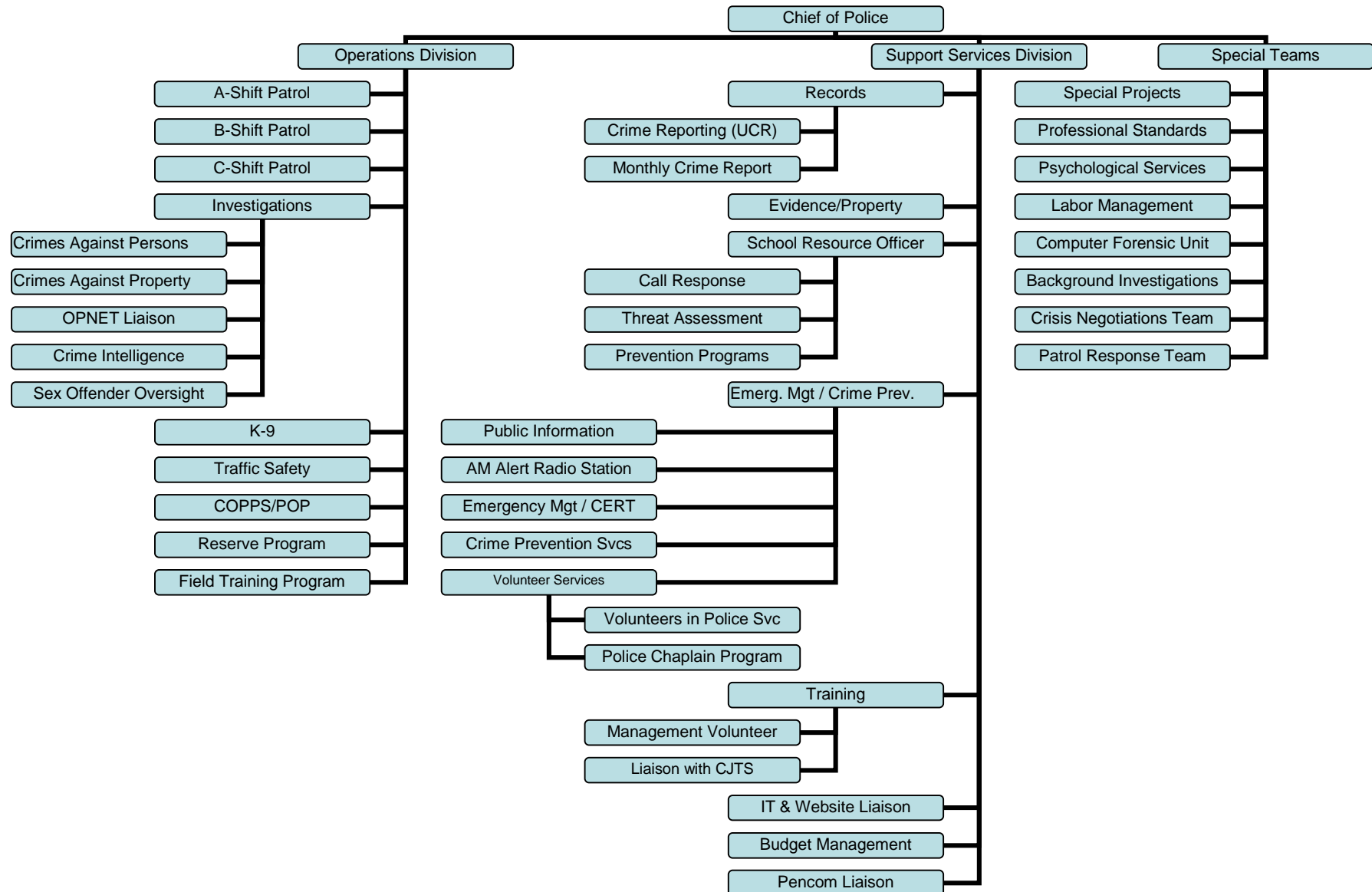
Sequim Police personnel approach the needs of the citizens of Sequim in a **firm, fair and professional manner**, enforcing the law while always encouraging our customers to inform us when they believe we have not met their needs. Our agency has a Customer Service Guarantee that we will strive to ensure, and we constantly encourage citizen input through audits, citizen comment cards and on-line response forums.

We realize that neither the police nor the community can solve crime problems alone. We also realize that we may never meet all community expectations, many of which go unarticulated. However, as a community-oriented police agency, we must assume a leadership role to promote greater community-police partnerships. Given an understanding that accountability, trust, vision, partnerships, empowerment, problem solving, leadership, equality, and change are guiding principles of community policing, strategic planning becomes paramount to articulating a flexible, responsive approach to defining departmental and community relationships and goals over a practical time frame.

Community policing is an organizational philosophy as well as a strategy. It is critical that strategic plans impart a proactive focus on 'quality of life issues' and engage the community to achieve that quality of life while lessening the fear of crime. Perceptions of crime in the Sequim area generally rate problems as moderate. Even though there is a hesitant sense that crime is growing, the community enjoys an overall high quality of life. While overall wages in the community are moderate, studies by the Sequim Unified School District show that residents enjoy a significantly high level of assets associated with a significant retirement population.

This is all occurring with a backdrop of huge growth, the assessed valuation of the community has nearly doubled to over \$532 million in a decade, call load handled by the police department has shot up by 41% in the past five years, in just the past year the police have experienced a 37% jump in total workload. Felony crime has jumped 26% in both 2005 and 2006 and felony and juvenile arrests have climbed at double digit rates. As the community grows, as the city evolves as the retail trade center for the County, as tourism and housing expand and as the urbanized belt of 20,000 county residents that surrounds the city expands – so will the demands placed upon the police.

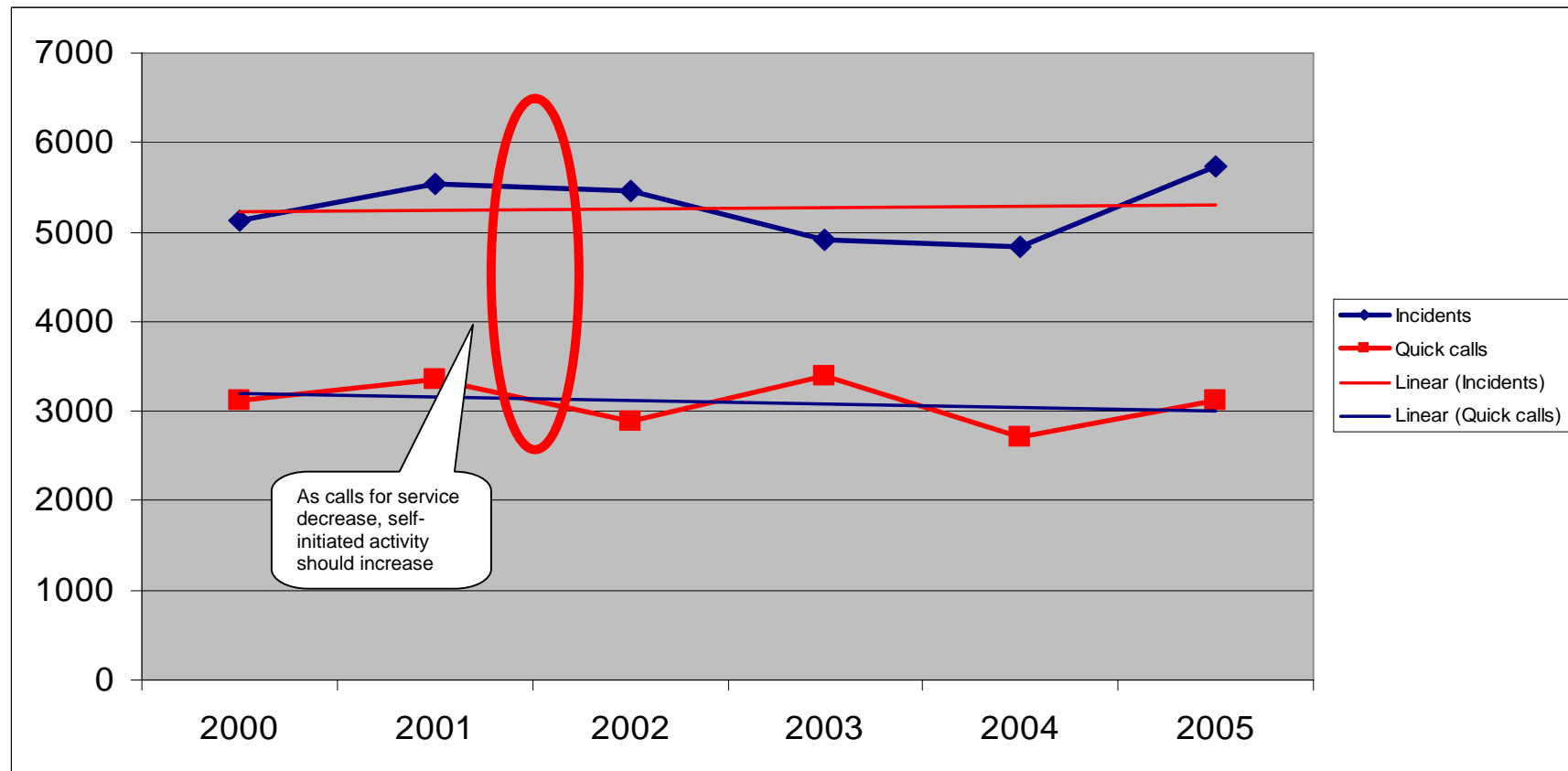
Agency Responsibilities - The true scope of agency responsibilities handled by the Sequim Police Department is often not grasped by the general community and is often times driven by individual perceptions of what a small city police agency does or doesn't do.



Crime and Work Load Trend

Over the past 5+ years calls for service in the city have shown an approximate 41% increase. 2005 and 2006 have seen workload demands jump by 15% and 37% respectively. Self-initiated activity by patrol officers has changed year to year, but remained essentially stable the past 5+ years, but 2006 saw productivity jump by 112% - 3,127 quick calls in 2005 to an estimated 6,666 quick calls in 2006 - which mirrored an increase in supervisory staff to focus staff productivity.

- ❑ With the number of calls for service in 2005, with 14 officers and sergeants (at authorized staffing – which the department was not) handling 5,740 calls, this amounts to approximately 16 calls per day, divided among the patrol shifts – about 1 call every 1 ½ hours. Each officer handles about 359 calls in the year, or less than 2 calls per working day.
 - Self-initiated activity (Quick Calls) generated 3,127 additional events for the year 2005, or approximately 8.5 per day, divided among the patrol shifts. Each officer generates about 195 per year, or just less than one per working day.
- ❑ In 2006, with 16 officers, it is estimated that 7,311 calls, or 20 calls a day – about 1 call every 1 ¼ hours. Each officer is now handling about 456 calls per year.
 - It is estimated that in 2006 there will be 6,666 Quick Calls, or about 18 per day with each officer generating about 416 per year, or a little more than 1 a day.



COMPARISON OF CALLS FOR SERVICE AND SELF-INITIATED ACTIVITY 2000 – 2005 WITH TRENDS

Part 1 crimes for each year are charted in Appendix G and H in an effort to show whether crime is increasing or decreasing in Sequim. The historical data is one part that will be used to predict crime, therefore determine how many police officers may be required. Other parts are articulated later in this report.

Part 1 (felony) crimes include: Homicide, Robbery, Rape, Burglary, Aggravated Assault, Felony Theft, and Motor vehicle theft. Starting with 2000, Part 1 crimes are charted in Appendix E & F. Each year is represented, followed by a total of all years to show trending.

Incidents handled and quick calls show a rising trend, while felony crime has experienced a marked upward trend for the past five years:

Figure 1 – Total Call Load

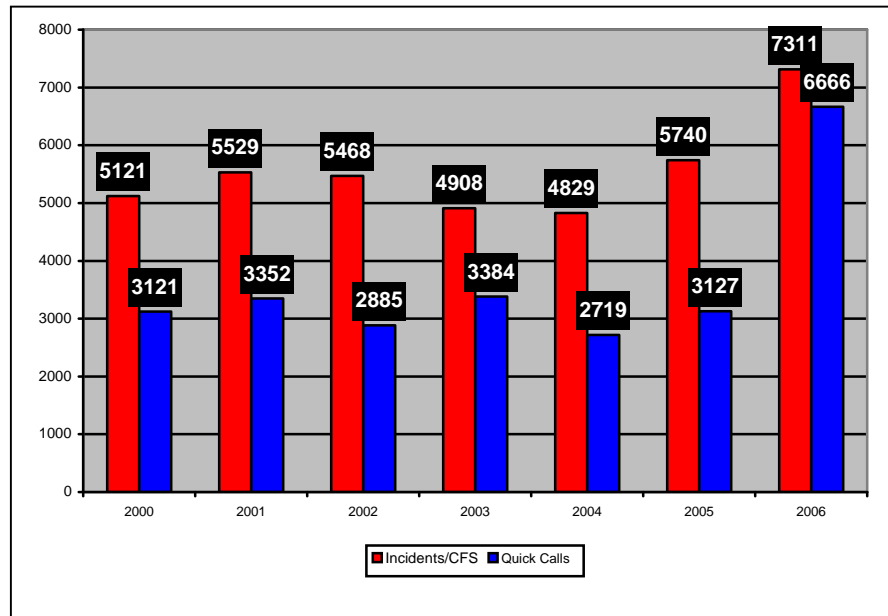
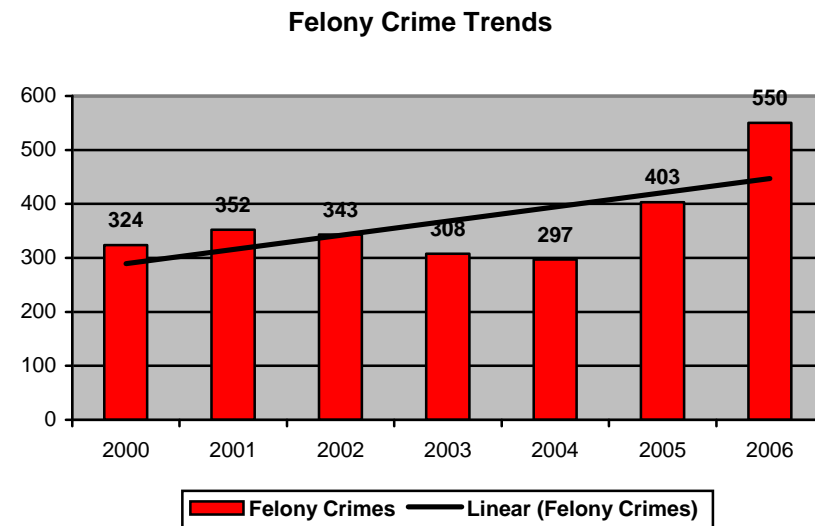
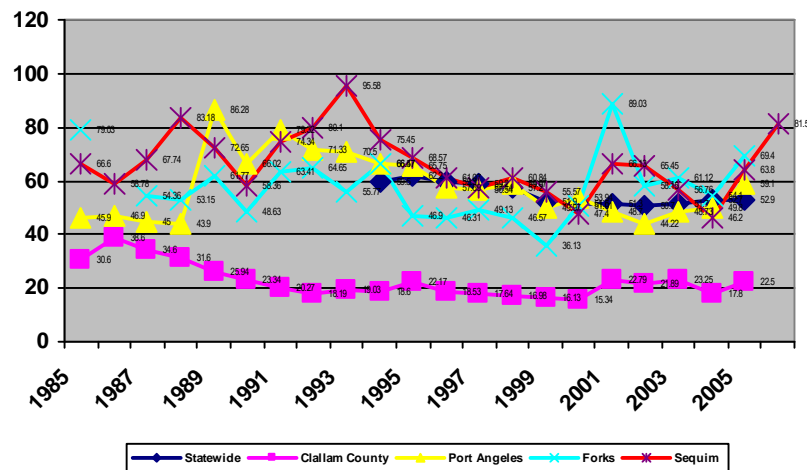
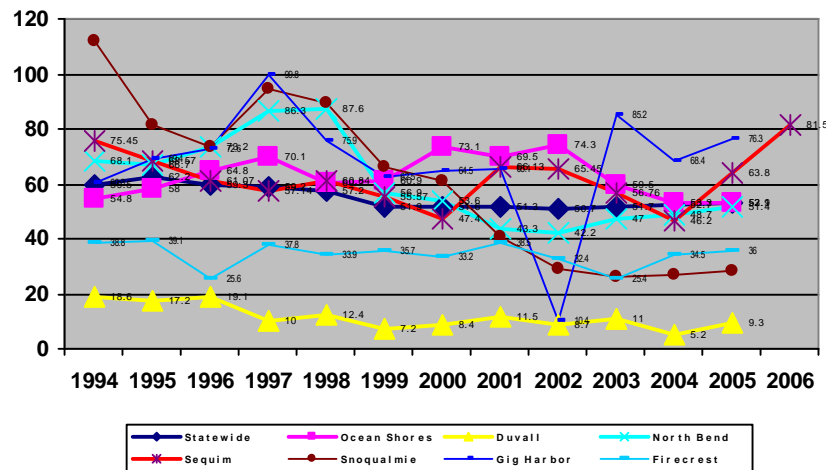
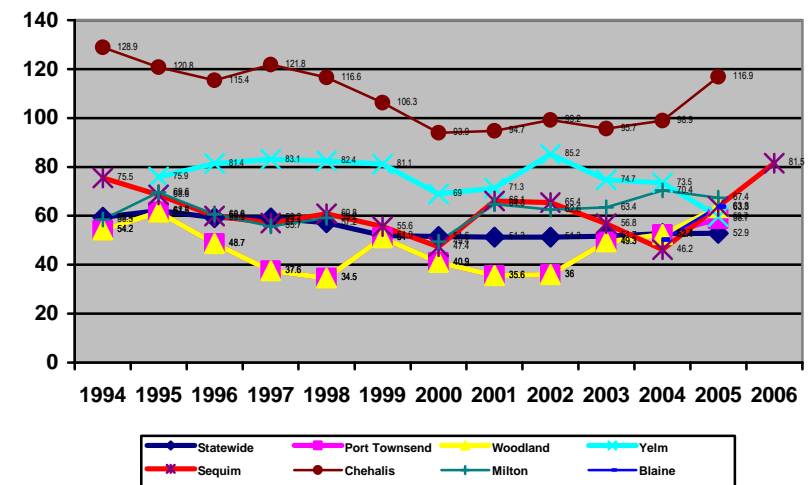


Figure 2- Felony/Part 1 Crime Trend



YEAR	INCIDENTS	PERCENTAGE CHANGE	QUICK CALLS	PERCENTAGE CHANGE	YEARLY TOTAL	OVERALL PERCENTAGE CHANGE
2000	5121		3191		8312	
2001	5529	+7.9%	3352	+5%	8881	+6%
2002	5468	-1%	2885	-16%	8353	-6%
2003	4908	-11%	3384	+15%	8292	-1%
2004	4829	-3%	2719	-24%	7548	-10%
2005	5740	+16%	3127	+13%	8867	+15%
2006	7311	+21.5%	6666	+112%	13,977*	+37%

*Estimates based on current year trends into October 2006.

Clallam County Crime Rate Per 1,000 Population 1985 to 2006*Sequim vs Comparable Cities (Population) - Crime Rate Per 1,000 Population 1994 to 2006**Sequim vs. Comparable Cities (Union Negotiation Comparables)
Crime Rate Per 1,000 Population 1994 to 2006*

Sequim continues to experience double digit increases in both the demand for police services and growth in felony crime. In looking at comparable cities these three charts (which also appear in the Appendix with greater detail), show that whether the comparable community is within Clallam County, a similar sized community in Western Washington or a comparable as determined for labor negotiations – Sequim is first in the rate of crime per thousand of population – only the City of Chehalis has a higher crime rate. These increases are occurring when nationwide the country has experienced almost two decades of crime decreases and the State of Washington has experienced a continuing decline in many crime categories over the past 15 years.

There are many factors at play in Sequim that warrant additional policing resources and staff:

1. A continued higher per capita average household **asset base** (not to be confused with household income which is at the lower end), to include **increased retail business** bringing a high number of citizens into the City and utilizing resources.
2. The bisecting of the community by a **major port of entry highway**.
3. A recognized **narcotics problem** that includes being on an international border.
4. An increase in **community events** requiring increasing police services, such as the Irrigation and Lavender Festivals.
5. Political **annexation and/or increased development** within the community's urban growth area (increasing the non-city resident service population using city resources).
6. The **community's demand** for continued community-based policing as a crime deterrent.
7. An economically and age diverse community with changing societal values (reporting of crime, breakdown in family values, latchkey juvenile population, single parent and parentless children, domestic violence, drug addiction, etc).
8. Daily **traffic counts show** between 12,000 to 16,000 vehicles per day passing through the city.
9. **Four of the school districts five campuses are located inside the city** and students are bused into town inflating the daily population.

OUR EVOLVING DIRECTION

In 1992 Chief Russell Barnes developed a Mission Statement, which has seen several revisions to reflect new leadership values. In 1997, a Mission of **"Personalized Attention to our Community"** was adopted. To bring better focus on our mission, in 2005 the Department identified a series of Department Values, which in 2006 were melded into the Department's first Mission, Vision, and Guiding Principles Statement. This has now been incorporated into this plan, to serve as continuing beacons guiding responsible service to our community and attainment of our goals and strategies. This process had active involvement by all levels of police staff, ensuring their buy-in and ownership of the foundational steps for a transition to Community Oriented Policing and Problem Solving (COPPS) in the department. From these foundational efforts, we now have a broader mission statement and comprehensive value statements to reflect the department's new proactive policing efforts for our community.

Vision Statement

Our Vision Statement reflects the future we seek to create, and how we wish to be seen. It states:

We are evolving to meet the changing needs of our community, while maintaining our commitment to excellence in the highest traditions of police service.

This Vision Statement recognizes that we cannot continue to chase crime using just an enforcement-oriented approach, but that we must seek to prevent and deter crime by identifying and eliminating its causes, sources, and elements. We must posture for the future, before it arrives, while continuing to be a service-oriented department.

Our **Vision** mandates:

- An understanding of the implications from an evolving mission
- Articulation of our values and guiding principles
- A clear, risk-based statement of our needs and strategies
- Acknowledgement of our strengths, challenges, and vulnerability areas
- Acknowledgement of the stakeholders who look to us for assured availability for involvement and excellence of service

Mission Statement

Upon the Chief's arrival, it was clear that the Department's slogan's of ***"Personal Attention to Our Community"*** did not have a unifying Department mission, vision or guiding principles in place and each person had their own vision and perception of the department policing mission. This 'free agent' approach to policing fails to provide a unified vision for the police department and has hindered policing efforts and the development of a true sense of team. Consequently, one critical foundational project that was undertaken was to not just develop these principles, but to roll out the importance of this process to supervisory and line staff.

The Mission Statement defines why we exist, what we do, and why we do it. Our goals and objectives are tools to fulfill the mission by providing a roadmap to achieving it. Our Mission Statement, developed through staff participation, aligns with the vision of the department and the city:

***WE ARE COMMITTED TO PROTECTING AND PARTNERING WITH THE PUBLIC,
AND REDUCING THE FEAR AND INCIDENCE OF CRIME.***

Guiding Principles and Values

The Department espouses certain individual and organizational principles that guide how we provide our service and direct the manner in which we treat each other and the community.

- **We are dedicated:** To do the right thing, for the right reasons.
- **We have integrity:** We are bound by the highest standards of accountability and ethical conduct.
- **We are professional:** We are well-trained, competent employees and volunteers who demonstrate the highest level of performance and teamwork.
- **We are fair:** We treat members of our Department and community equitably and are consistent in protecting the constitutional rights of all.

Planning Factors

A number of factors have shaped our approach to strategic planning for the period 2008-2012:

- The vision of departmental needs, including internal strategic perspectives for growth requirements to provide police and public safety services through 2012, as projected by the Chief and the department's management team.
- Known shortfalls and inadequacies in staffing, training, technology, facilities, investigative capabilities, and funding.
- The recognized delay of 15-20 months in attracting, recruiting, training, equipping, and fielding new officers, in a more remote location and at a less attractive pay scale than offered by other competing departments also understaffed.
- Population, Urban Growth Area (UGA) expansion, and demographic projections by Sequim's Planning Department.
- Extremely rapid growth, with over 2,500 already-approved new dwelling units, including 285 apartment-type affordable-housing units with a higher projected population density per unit than a single-family residential unit.
- Internal and external surveys of department employees, volunteers, and citizens regarding knowledge of issues within and facing the department, knowledge of crime and its challenges to community safety and security, and public stakeholder satisfaction with police contacts and police services.
- Results of a comprehensive assessment of the department by a specially commissioned outside Review Team that reviewed departmental operations and functions, and provided recommendations for this planning process.

GOAL AREAS

To serve the community of Sequim, the Department must be postured to engage the future with vision and capacity matching stakeholder expectations, and build and maintain the stamina and durability to continue to meet expectations, difficult assignments, and emerging needs. We also must equip and train to use proven technologies, while demonstrating the skilled, ethical professionalism that affords full and open accountability for public trust and investment. This strategic plan establishes specific goals in four encompassing areas selected to guide the Department in serving the community through this period of rapid growth:

- Vision
- Capacity
- Stamina
- Public Accountability

In articulating Departmental goals in these areas, linked to a documented path for their attainment over a half-decade, we acknowledge the need to navigate through a variety of operational, budgetary, and political perspectives. With the City and surrounding community experiencing rapid commercial and residential development, both the City and the Department must adjust, adapt, and respond to growing expectations from our community and private, public, and institutional stakeholders.

We recognize that attainment of plan goals and improved service delivery methods will require community support for resource increases in staff, capital equipment, and volunteerism. Strong community support and partnerships are necessary to respond to the

growth in population and rapid rise in the police workload experienced in 2005 and to date in 2006. The Department will work extremely hard to respond effectively to needs identified both by call workload and by the community.

We have identified re-organizational change and a major philosophical change from reactive policing toward proactive, Community Oriented Policing and Problem Solving (COPPS) as an effective means to address the changing dynamics of our community. Unfortunately, already we can see evidence of crime and related problems compelling us to consider instituting the more extensive and intensive Problem-Oriented-Policing (POP) requiring crackdowns in specific concerns.

A number of challenges and necessary assumptions will bear on the Department's ability to accomplish our goals; these are addressed in this plan. Using an open, receptive approach to our strategic planning process, we also involved a team of outside law enforcement officers, expert in a variety of management and specialized skill areas. This has let us both uncover weaknesses in our abilities to provide full services in several program areas, which we already are in the process of correcting, as well as to reassure ourselves that we have recognized strengths upon which to capitalize and build even more effective services.

The expected outcomes from adopting this plan and attaining its goals with due-diligence include:

- Clarity of mission, vision, organizational values, and guiding principles for the Sequim Police Department
- A realistic basis for staffing, resource, and infrastructure needs to meet our mission and community expectations
- Identification of recommendations whose realistic attainment will achieve the overall vision of this plan
- Attaining standards and levels of effectiveness equaling those associated with departmental accreditation.

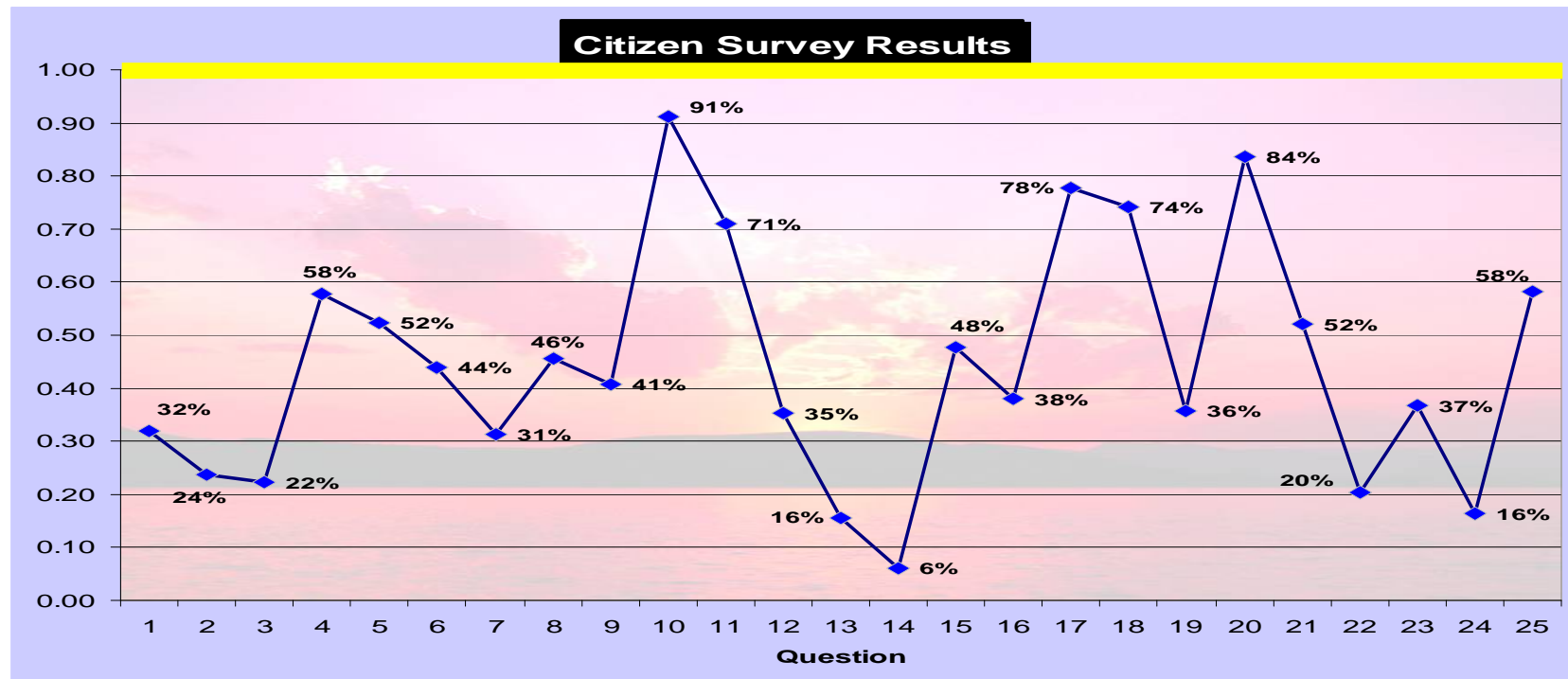
THE COMMUNITY

SOCIO-ECONOMIC BACKGROUND - The Sequim Police Department serves the City of approximately 6,110 (city's 2006 estimated population, the Washington Office of Financial Management [OFM] estimates a city populations of 5,030 residents) and an estimated service population of approximately 23,000 in a traditionally rural location in Eastern Clallam County, WA. The community is 16 miles east of Port Angeles, WA, which is the county seat, and about 2 hours drive (with a ferry connection) from the Cities of Seattle and Tacoma. Historically, the community has been largely tied to agricultural industries. However, economic development has seen the community evolve into a retail trade center and retirement/tourism destination, the average age of the community to 59.6 years of age.

CUSTOMER/CONSTITUENT PERSPECTIVE

The Police Department belongs to its constituents, the citizens, and the taxpayer. The department should be a transparent operation. An integral part of any law enforcement organization's growth, development, or modification should involve the citizens it serves, its constituents. The public has an absolute right to expect the best from the police department, and the department has an ethical obligation to deliver. The public also has a right to know and understand what the department does, why and how it does it; the

department should take the essential step of collaborating with citizens. Chief Spinks' approach is to do just that – adjusting his department to bring transparency, using the Community Oriented Policing and Problem Solving (COPPS) Model. Part of this project was to ask the citizens for input regarding the current state of the department. What do they really know about the department? Does the department perform to their expectations? Are they interested in the department? A 25-question survey was created and mailed to all citizens in a monthly billing statement during the **4th Quarter of 2005**. The surveys provide an overview of what the citizens think of the police department. The following chart demonstrates the strengths and weaknesses facing the department.



In the above chart each point represents the answer to a question. According to the citizen survey, the citizens of Sequim seem happy with the level and provision of service, and seem to feel safe in the community. On the other hand, the Police Department has a significant marketing and collaborating need ahead of it, particularly in the education and community outreach worlds. Of note in the survey, by question:

1. Only 32% of the citizens are familiar with the concept of **Community Oriented Policing**;
2. Only 24% of the respondents know the names of at least two officers;
3. Only 22% of the citizens know whether the Police Department has held community meetings;

4. 58% of the respondents **highly regard the demeanor and professionalism of the police**;
5. 52% of the respondents feel the **police treat citizens fairly** and appropriately;
6. 44% of the respondents believe the **Police Department's responsiveness** to community policing needs and complaints has been good;
7. Only 31% of the respondents believe the Police Department's **responsiveness to drug complaints** has been good;
8. Only 46% of the respondents believe the Police Department's **responsiveness to traffic concerns** has been good;
9. Only 41% of the respondents believe the Police Department's **efforts in crime prevention** have been good;
10. 91% of the respondents feel **safe and secure** in their community;
11. 71% of the respondents know **how to communicate their concerns** to the Police Department;
12. Only 35% of the respondents have seen **the police in their neighborhood** within the last week;
13. Only 16% of the respondents have **seen a police officer pull over a motorist** in the past two weeks;
14. 6% of the respondents have seen a police officer having a **friendly conversation** with a neighbor in the past month.
15. 48% of the respondents have seen officers involved in **community events**;
16. 38% of the respondents have seen a police officer involved in **school events**;
17. 78% of the respondents **feel safe being out in their neighborhood at night**;
18. 74% of the respondents feel **safe being out in Sequim at night**;
19. 36% of the respondents believe the Sequim Police Department does a **good job of solving crime**;
20. 84% of the respondents replied they would be willing **to help the police** if they were asked;
21. 52% of the respondents believe they get a **good return on the investment** for their tax dollars in the Police Dept;
22. 20% of the respondents replied they felt **well informed of the Police** Department's programs, activities, and services;
23. 30% of the respondents believe **response time** by the police is good;
24. Only 16% of the respondents believe the Police Department has **adequate staffing for crime** and police problems;
25. 58% of the respondents believe the Police Department is **competent, reliable, and ethical**.

The results suggest that which would be expected of citizens who enjoy the perception of a relatively low crime rate. They clearly state there is a need to improve communication between the people and the police. Of significance is the number of responses in the "Don't Know" category. Given the responses one of the main priorities of the Police Department will be to address an educational program for the public, with an emphasis on what the issues are, how the Police Department is performing, and what citizens can do to help. Each of these parts contributes heavily to building a sound Community Policing operation.

COMMUNITY CRIME ISSUES.

Since 2000, there has been a 41% increase in total calls for service handled by the Sequim Police Department. In 2005, a 15% rise in calls for service as been followed by an **estimated 37% increase in 2006**. Because of a host of factors, the level of service demanded from the police department is equal to that of communities of 23,000.

Limited community resources and support networks also place a percentage of the community's children at-risk for criminal activity. There has been a historically high level of juvenile based crime in the city, (when looked at on a per capita basis). The area has identified gang (motorcycle) involvement and narcotics activity that involves both pass-through international smuggling and regional/neighborhood dealing. Local drug problems contribute to identity theft, vehicle prowls, burglaries, domestic violence, and disturbances. Narcotics use, abuse, and manufacture are always a concern in any community, but Sequim's location; rural location with water and air access to international borders, Highway 101 bisecting the community and an identified drug trafficking route from the west end of Clallam County east on that highway make it more of a target for drugs.

JAMESTOWN S'KLALLAM TRIBAL NATION

The City of Sequim has been pursuing better relations with the Jamestown S'Klallam Tribe. As a part of that effort, the police staff has reviewed a multitude of potential partnership opportunities to explore with the Jamestown S'Klallam Tribe. This process is part of an on-going attempt to increase liaison and cooperation with our long-term neighbor and integrate win-win solutions between the City and the Tribe during the life of this plan.

Since the two communities are so integrated, the Sequim Police Department is already providing law enforcement, crime prevention and emergency management services to many of the members of the Jamestown S'Klallam Tribe. Our two governments are uniquely situated and integrated to develop a unique synergy that would offer long-term benefits to the east county area of Clallam County. It was not long ago that both our government entities were routinely viewed as underdogs; small entities that have been routinely undervalued and left unheard by some of our larger sister entities. As the Tribe has grown into self-governance and as Tribal enterprises have grown and diversified, the City of Sequim has also evolved into the retail trade center for the County and has become nationally recognized as a retirement destination spot. Combining our respective strengths, spirit and vision could only be a positive opportunity.

Below are several areas which the police department is ready to explore with the Jamestown S'Klallam Tribe:

Expand the police department's proposed '**AM-ALERT**' **radio station** broadcast footprint to cover Tribal areas. This system of 10-watt transmitters will provide 24/7 broadcasting covering public safety, traffic, crime prevention, tourism and emergency preparedness information. By adding a 3rd and 4th transmitter at the Longhouse and at the Blyn Tribal Campus would add another 10 miles of radio coverage for the Highway 101 corridor expanding broadcast coverage to about 100 square miles – effectively the entire Sequim area community. The station is a computer automated and would be loaded with up to 250 programs (ranging from 30 second public safety and public service announcements to programs running up to 14 minutes in lengths). Not only would the Tribal community be able to participate in programming that could target tourism information, but all emergency NOAA alerts would be automatically transmitted through this same system.

Our **School Resource Officer** (SRO), has been highly successful in the Sequim School District in working with at-risk children, liaising with families, as well as mentoring, enforcement and developing positive relations with our student community, a community which includes tribal members. There is an opportunity to explore additional programming and enhanced liaison with the Tribal

Community.

There is an opportunity for Sequim officers to **support Tribal fisheries enforcement** staff. This could range from merely inviting tribal enforcement staff to utilize our policing facility, to including them in our training offerings, looking at interoperability on our radio frequency to using our off-duty officers to serve as ex officio game agents as authorized under state law and support tribal fisheries enforcement staff to alleviate any limitations of staffing while also supplementing fisheries enforcement staff in the field. This also offers the Tribe the unique ability to enforce statute violations which are presently unenforceable by Tribal Officer alone.

Just this year, the Sequim Police Department expanded programming into the areas of **emergency management and crime prevention**. As the Department rolls out new programs, there is a new opportunity for these programs to be extended out to the Tribal community.

As the Tribal Campus continues to grow to include a new Country Store, a destination hotel and convention center and other facilities, the Sequim Police Department is positioned to explore providing **contract law enforcement services**. Unlike other options that are available to the Tribal, SPD is already geared to provide 'personal attention to our community,' which can include the Jamestown S'Klallam Tribe. Being strategically positioned our agency can provide value added services of criminal investigations, crime prevention, emergency management, traffic safety, and the accompanying supervision and management expertise to ensure quality services that stress a customer service emphasis to the Tribe and it's guests.

This process could evolve from a trial use of off-duty Sequim officers or contacting for initial emphasis patrols or traffic safety services as a way to build trust and evaluate programming and effectiveness.

POLICE DEPARTMENT FUNDING REQUESTS

So how does the Sequim Police Department prioritize its funding requests to the City Council and justify these requests to the community at-large? The agency has established the following rank order of priorities for funding:

1. Legislative requirements as outlined by state law or administrative code as well as case law requirements imposed by the courts.
2. Hazards that have been identified to the police staff as well as the general public or where benchmarks within the policing industry have shown a means to better address risk management responsibilities.
3. Increased or improved service to the community through new programming, expanded prevention and safety programs or related Community Oriented Policing and Problem Solving Services (COPPS).
4. Economic advantage where productivity or operating efficiencies can be realized.

The research contained in this plan show minimum needs of the agency, identifies staffing models and resources required to provide for the health and safety of the Sequim community. This is not a wish list or a plan that targets maximum funding – it is a plan that

addresses unique growth that will challenge the ability of the City to care for its citizens and consequently, new funding priorities and sources will be required to ensure community safety. Already the Sequim community has outpaced every one of its comparable cities except one in its current crime rate and in its growth in crime over the past two years. A failure to invest in this plan and the police department will have serious community consequences in the coming years, while adequate investments made in the police department now will pay off in quality of life, stabilized crime, and economic development – which is tied to a safe small town atmosphere.

With law enforcement accreditation as an eventual major departmental goal, it is significant to note that the Commission on Accreditation for Law Enforcement Agencies (CALEA) and many of the regional law enforcement accrediting bodies, including the Washington Association of Sheriffs and Police Chiefs (WASPC), require a written strategic planning document to be on file as a prerequisite to accreditation. This plan reflects our determination to attain accreditation in the future. The Association of Washington Cities Risk Management Pool (AWC-RMP) supports accreditation from its value to proactively manage risks and thus provides support and underwrites some accreditation fees.

STRATEGIC CHALLENGES

The department has identified a number of subject areas that represent strategic challenges to the efficiency of the department. While they will be covered within the plan, they are mentioned as issues deserving special emphasis.

External challenges:

- A rapidly growing community, business area, and service population with evolving demographics and needs
- A significantly increasing call load indicating increasing levels of crime, and forcing the department to become enforcement-oriented, not service-oriented as is the expectation of our demographic base of customers for services
- A Records Management System (RMS) that does not provide the types and amounts of data needed for real time policing applications and for trending to forecast resource requirements. This is exacerbated by additional technology needs (MDT's, in-car crime reporting, in-car DVD video recorders, e-ticketing, etc), these needs involve other partner agencies so budgeting and implementation is not owned by just our agency.
- A dispatch arrangement that is externally controlled, by agreement and funding arrangements
- Lack of adequate county-maintained jail facilities, often requiring the time-intensive transport of those arrested to the city jail in Forks
- Economic factors causing higher housing and living costs that do not attract, and often discourage recruitment of, qualified applicants or experienced officers
- A demonstrated need for higher emphasis on crime prevention education and personal safety and home security measures
- Increase in public expectations of the department in reducing crime and further ensuring personal safety and security.

Internal challenges:

- An evolving department that must adjust organizational structure and process within provisions of a union contract
- The long lead times required to justify, fund, and field trained officers to achieve at least minimum staffing levels needed to reverse the recent shift from service-oriented to enforcement-oriented policing and meet citizen expectations voiced in recent surveys
- Acquisition and integration of advanced technology systems and applications that will leverage staffing.
- Pay scales for employees that are lower and less attractive than those of neighboring jurisdictions competing for staff
- Difficulty in shift staffing due to personnel shortages and the necessary imposition of frequent overtime hours
- Securing the necessary and often mandated training time while confronting difficult coverage with available staff time, out-of-area training locations mandating significantly increased costs, and lack of a full time training officer
- Lack of an existing process for leadership and succession planning
- Attaining uniform, favorable perceptions within the staff of such management factors as complete and updated policies, recognition, fairness, accountability, and evenness of discipline
- Difficulties with gaining and absorbing technologies, computer skills, and data needed to leverage manpower
- Identifying and overcoming internal barriers to communications and information flow
- Increasing levels of major crimes and the drug problems and drug-related crime due to Sequim's location on a known drug-running highway with immediate access to international borders and remote beaches heightens our need for a distinct investigations unit
- The Department is out of facility space for the numbers of employees and volunteers currently employed.

GOALS

We have divided our goals into four distinct, yet fully interrelated and interdependent areas: vision, capacity, stamina, and public accountability. Attaining the ability to achieve individual goal areas, and converge them in observable annual increments to meet our overall annual goals, is the sum intent of this plan and its strategies.

Strategies

- We will design, and justify the investment in and attainment of, the necessary organizational capacity to provide full enforcement resources in an environment of rising crime rates, increasing drug problems, increasing youth issues, and expressed traffic safety concerns, while demonstrating a service oriented approach to increasing growth, changing demographics, and Sequim's emergence as an economic and retail trade center and a tourism destination.
- We must gain and reconfigure adequate resources to transition from reactive to proactive policing.

- Our goals and objectives must address our challenges and citizen public safety and service expectations with this growth.
- Our volunteer cadre must expand significantly to supplement and leverage officer strengths through this growth period; these volunteers will be sought from all adult age brackets, and we will strive to enlist volunteers having specialized technical and analytical skills needed to prevent, deter, track, and solve crimes.

Assumptions

- The future size and offerings of our Department, while logically coupled directly with the planning forecasts of the City of Sequim, reflect a growing demand for policing services that is growing as a by-product of high-density housing starts, the dramatic buildup of suburban housing, a growing number of lower-wage jobs, and rapid growth in the retail sector, area tourism, and the retired population, all tending to attract crime and malevolent behavior.
- The Department will attain adequate funding through this planning horizon to meet our forecast service needs. Each year of the plan, outcomes will be re-evaluated to respond to budget shortfalls.
- Illegal manufacture and possession of drugs will continue to be a major factor behind other acts of crime, and combating drug issues will continue to drain department resources from a full focus on other crime areas unless commensurate staffing is attained.
- Illegal international smuggling of drugs will continue to strain local law enforcement efforts and is unique to the Clallam County area because of its lengthy international boarder, open waterway and air access.
- Our relationships and arrangements for support services (jail and RMS) with the Clallam County Sheriff's Office will continue through this planning horizon, or evolve to let the department become more self-sufficient at similar or justifiable levels of cost.
- Emergency preparedness will continue to be a subject of concern to city and area residents, and departmental efforts will attain greater service for the community with building new relationships at the regional, state and federal levels.
- A major emphasis on crime prevention will continue to attract support from citizens and businesses.

Vulnerabilities

- The Sequim area has an older population base, subject to fraud, scams, and elder-abuse, all of which are more difficult to detect and which are all investigative time intensive to bring to a successful resolution.
- While our officers are very professional, proficient, and dedicated, a series of retirements, attrition, and other losses have rendered us a very "young" police force, characterized with capable officers having less experience, time on the force, and desired depths of training than most other jurisdictions in the area and the State.
- Increased drug use and a vulnerable location along known major drug transit land and water routes.
- Our lower Departmental wage structure and relatively isolated location and skyrocketing housing costs will continue to be a liability

in attracting seasoned replacement officers and officer candidates.

Stakeholders

- Citizens living both within the City, in the Sequim Urban Growth Area, and those visitors attracted to retail establishments and tourism attractions, all expect enhanced services and contribute to growing demands on the Agency during this planning horizon.
- Increasing mutual aid and interagency cooperative efforts are expanding our stakeholder base to include all law enforcement agencies on the Olympic Peninsula and some in other neighboring jurisdictions.
- The opportune hosting of representatives of other institutional groups, such as the Criminal Justice Training Center, means that the success of Departmental initiatives in this plan could have direct impact on our relationships with these agencies.

CAPACITY

The successful performance of the Department through 2012 will be dependant on our ability to articulate, justify, and build, the necessary organizational capacity to handle the forecast expansion of population emerging from the City of Sequim Comprehensive Plan, and from our own internal data articulating the recent surge in calls for service. This means we must posture our Department with adequate numbers of highly trained and state-of-the-art-equipped officers and supervisors to perform duties tied with the inevitable expanded calls for police services. During this planning period, we also see calls for: increased public safety-related police services; expansion of efforts to provide crime prevention, traffic control, and emergency management services; added emphasis on such community-based programs as COPPS and Problem-Oriented-Policing (POP); and, a need for added computer, data management, communications, and other investigative and crime-solving technologies. As a result, we must build the requisite capacity to perform successfully, responsibly, and to community expectations in the evolving environment of growth. In this plan we have identified a number of elements requiring attention and the application of resources for the success of our public safety mission.

Structure and Staffing

Our present organizational structure is inadequate for today's needs, reflecting the lengthy period it takes to hire and train new personnel, and the fact that we are well under the widely used staffing standard of 4.3 officers per 1,000 citizens for cities under 10,000 in population. The period to put a new recruit police officer on the streets is approximately 18 months. Coupled with that reality, both Sequim and the City's crime rate have grown so quickly that the recognition of staffing standards and the associated funding base for new staffing has not attracted adequate attention, challenging us in our abilities to meet policing needs. Also, as a relatively small Department, each addition of a supervisor requires organizational restructuring, reassignment of duties, responsibilities, and schedules, and a rebalancing period. In 2006, the addition of two Sergeants and reassignment of duties from a civilian supervisory position also consumed an enormous amount of precious staff time.

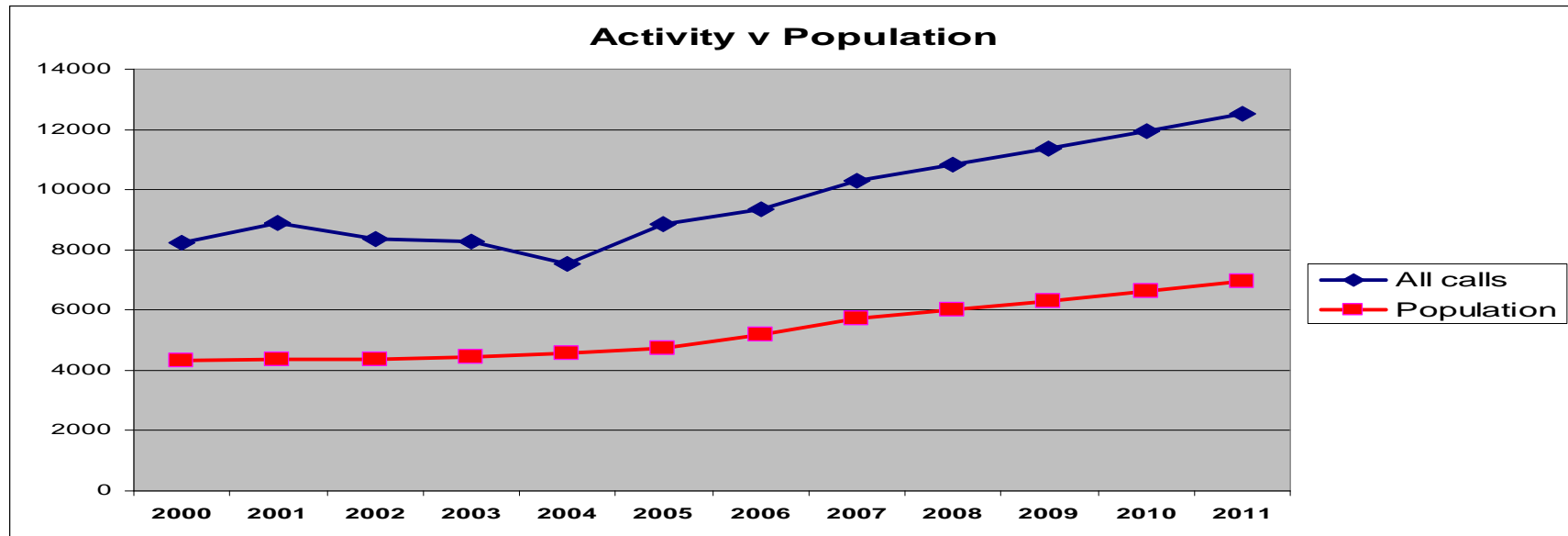
Historical Police Staffing

	1980	1985	1990	1995	2000	2005	2006
Chief	1	1	1	1	1	1	1
Lieutenant	0	0	0	0	0	0	0
Sergeant	1	1	1	1	2	2	4
Detective	0	0	0	1	1	1	1
Narcotics Officer	0	0	1	1	0	0	0
School Resource Officer	0	0	0	0	0	1	1
Patrol Officer	3	4	5	6	8	8	11
Crime Prevention /Emer. Mgt.	0	0	0	0	0	0	.9
Traffic Safety	0	0	0	0	0	0	0
Support Staff	1	1	1	2	2	2	2
Support Spvr	0	0	0	0	1	1	0
Dispatchers	4	4	4	0	0	0	0
TOTAL	10	11	13	12	15	16	20.9

- In 1980, the Department was staffed by a total of 4 police officers and 1 civilian support staff.
- In 2006, 18 police officers, .9 crime prevention/emergency management coordinator, 2 civilian support staff, 7 volunteer reserve police officers, 2 management volunteers, 18 Volunteers in Police Service (VIPS), and 4 Police Chaplain staff the agency.
- Growth is expected in all areas of the Department along with additions to the full-time staff, Reserve Police Officer Unit, VIPS, and the new volunteer Police Chaplains program. Volunteer management will require staffing to ensure quality control in the future.

Projecting Staffing Requirements

Future staffing projections typically are broken out in 5-year increments, projecting 20 years out. In earlier years, police staff projections were merely tied to population statistics, and it was assumed that as the population increased, staffing would as well. However, each community is faced with its own unique combination of situations and circumstances which make basing police staffing solely on population counts, a less than scientific method. Police departments often require additional specialized staff to handle programs specific to the needs of their community. The following graph tracks Sequim population to the growth in call load demand upon the police department and makes a trend presumption (this graph used a very conservative estimate by the visiting consulting team).



STRATEGIC ISSUES – EXTERNAL

GROWTH - The City of Sequim and this Department have experienced large growth over the past ten years. However, further compounding our projected capacity building needs, that growth is projected to increase further--at a rate ranging from 7% to 10% over the next five years during the largest of the expected build outs.¹ Recent national events, such as the capture of the terrorist Ahmad Ressaam, terrorism abroad and in the U.S., and the natural disasters in Indonesia, Louisiana, and Texas bring Homeland Security and Emergency Preparedness to the forefront. As we are a small city on a peninsula which may be cut off for days without outside assistance, it is vital that we prepare and outfit our agency to deal with major emergencies for a number of days, whatever their nature.

In discussions with the Building Permit Office we learned that over 3,600 new dwelling units have received permits or are breaking ground inside the City. An estimate of an additional 1,000 to 2,000 in new population is possible within the next two years. In addition, Costco, Wal-Mart, apartments, condominiums and single-family residents, and more retail and fast food restaurants will be added. This surely will bring more burdens to the police department, likely at significant levels. To accommodate such increases the department will need both short and long term strategies. New revenues will also assist in offsetting costs of new officers/staff as/if they are needed. The assumption is made for growth at 10% in 2006 and 10% in 2007. Subsequent years should taper off unless additional geography is annexed into the city. The assumption of 5% annual growth from 2008 forward is made.

¹ According to Frank Needham, City of Sequim, Capital Projects Manager, July 2006.

After consulting with the Sequim Planning Department, a range of growth was obtained that anticipates an average rate of 6% annual growth through 2012 with a potential higher rate of 7.5%. Using the City's estimated 2006 population of 6,110 with annual 6% rates of growth an alternative population of 8,669 is estimated by 2012. The below graph describes population growth, activity growth commensurate with it, and the required staffing level to maintain quality service delivery.

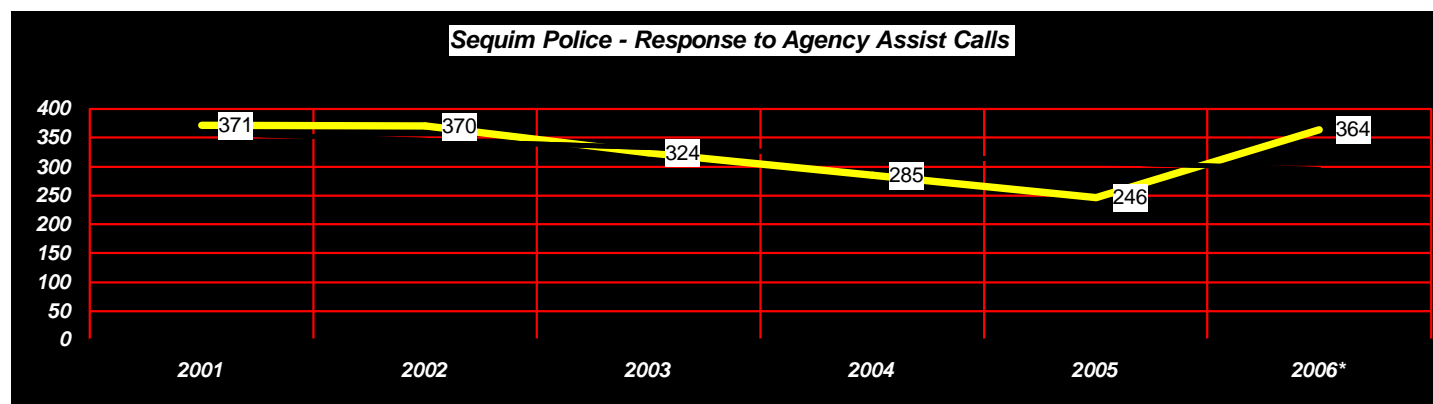
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
All calls	8242	8881	8353	8292	7548	8513	9364	10300	10816	11356	11924	12520	
% Change		7.75	5.95	0.73	8.97	12.78	10.00	10.00	5.01	4.99	5.00	5.00	
Low Population	4334	4370	4370	4440	4585	4730	5203	5723	6009	6310	6625	6957	
Low Staffing						18	19.8	21.8	22.9	24.0	25.2	26.5	
% Change		0.83	0.00	1.60	3.27	3.16	10.00	9.99	5.00	5.01	4.99	5.01	
2006 Population Base							6110	6477	6866	7278	7715	8178	8669
6% Annual Growth								6.00	6.00	6.00	6.00	6.00	6.00
FBI-UCR Staffing	18.6						26.23	27.95	29.67	31.39	33.11	35.26	37.41

In order to truly define how many people the department needs to employ, the final step in the analysis is to establish a far more effective Community Policing system – one that is more than just program oriented, one that produces real results through real, long-term partnerships. In the vast majority of police departments, a large percent of the calls for service officers respond to have no relationship to the mission of policing. The system has created the world where one only needs dial 911 and someone else (the police) will deal with it. We propose a different approach to community policing – involving the citizens in policing themselves in many cases. A study of police calls has revealed that anywhere from 50% - 72% of calls officers answer are not associated with the mission of the police.

RESPONDING TO COUNTY LAW ENFORCEMENT CALLS

In the spirit of cooperation and inter-agency support, the police department has routinely assisted the Clallam County Sheriff's Office when called upon to respond to crimes in-progress that are occurring outside of the city. This often occurs when there have not been deputies available to immediately respond or have been out of position usually responding from the Courthouse in Port Angeles. Inadequate patrol staffing by the Sheriff's Office has placed a growing burden upon the Department. There are occasions when the Sheriff's staff may transport a Sequim prisoner to jail, but this does not compensate for the time, effort or liability associated with responding to crimes in-progress in the County (ranging from Diamond Point, Dungeness, and Carlsborg to MacDonald Creek), especially when Sequim Officers end up being the **'first responder'** who is often faced with taking enforcement action, detaining individuals or executing arrests – there is also a resulting consumption of investigative time, case preparation and prosecution efforts.

The Sheriff's Office is the larger agency and has primary jurisdiction to respond county-wide with sufficient staffing to handle crimes in the unincorporated areas as well as to assist the city's when needed. City's are not responsible for nor legally required to respond to non-mutual aid call responses. If the Sheriff's Office wanted to contract for policing services with the City or provided a credit against the City's jail billings or some other defined and written agreement for services, then the City could review that request. This discussion in no way impacts any of the agencies responding to assist each other in an **emergency** or when individual officers and deputies need **emergency assistance or back-up**. The Department will need to review its policy on responding outside of the city to cover and handle calls that are the primary responsibility of either the Sheriff's Office or the Washington State Patrol (WSP). Both the City of Port Angeles and Forks do not routinely respond to county calls outside of their city limits unless it is an emergency when a deputy needs help or for back-up. Consequently, the Sheriff has been placed on notice of the City's revision of our response criteria that will become effective on January, 1, 2007, in the mean time individual Sergeants are charged with reviewing all requests for outside agency assists and will on a case-by-case basis approve or deny any request. The following chart illustrates the total number of agency assist calls handled by the Sequim Police Department; the totals also include assists to WSP, Children's Services, and other agencies, however **the vast number of all assists provided by the Department are associated with the Sheriff's Office.**



FACILITY NEEDS

The Department is at the end of a 10-year lease in a shopping mall facility which has been home since 1997. Over the intervening years, the police department is once again in the position of having outgrown its facility. This situation coincides with a citywide effort to identify new facility options for a new city hall and a separate police facility. A new facility must recognize the growth in staff and volume of use that a police facility will see over the next twenty or more years. In November, 2006, the City recognized the need for a stand alone police facility. Once a project has been presented and a dollar figure has been determined, the city will be in a position to review all potential funding options and determine a potential building schedule. A combination of financing options will need to be reviewed ranging from a land purchase/facility lease to a bond to finance a new police station.

TECHNOLOGY

THE NUMBER #1 TECHNOLOGY CHALLENGE FACING THE SEQUIM POLICE DEPARTMENT

Records Management System (RMS). Continued research on, improvements to and upgrades to our technology equipment and software will allow us to be more effective and efficient in many day-to-day operations. Data management, citation processing, report writing, personnel documentation, and inventory control are just a few of the examples of tasks that could be made more efficient by use of quality technology. Technology may provide us many opportunities to improve delivery of services to our community. Opportunities are on the horizon which may allow for officers to do work in the field that now is time consuming or inefficient to do. State mandates may require automated ticket and traffic collision form production be done electronically in the field in the near term. These are technology-driven mandates and opportunities. Our task and challenge is to take advantage of those opportunities that improve delivery of our services, and to weed out inefficient and wasteful projects. All of these opportunities must be weighed in light of our desire to provide quality service to our community and make our officer's efficient and effective at their jobs.

In 2007, the Department will review whether to transition to its own in-house records management system (RMS) or to continue to participate in the existing shared RMS system involving the Clallam County Sheriffs Office and Port Angeles Police Department. This nearly decade old RMS has not met the expectations of any of the three partnering agencies, and may not survive a cost-benefit analysis which the Sequim Police Department could afford. To properly address crime such as theft, additional information is required, such as location, day of week, time of day, type of premise, type of material stolen, etc. Only then can patterns and trends be detected and with good statistical analysis, the ability to predict the probability of a crime occurring is increased. In Sequim, such data is extremely difficult to obtain due to limitations within the regional, shared records management system utilized by Clallam County Sheriff's Department, Port Angeles Police and Sequim. All the agencies recognize the system's limitations, but there is no defined plan in place to address them. There are a host of contributing factors to this situation that include funding, a lack of inter-agency agreements and accountabilities as well as no strategic technology plan ever being written.

GORDON MOORE, CO-FOUNDER OF INTEL: "INNOVATION WILL BE CONSTANT EVERY 18 MONTHS [IN THE WORLD OF TECHNOLOGY]."

The department knows that investments in technology produce a higher level of efficiency and effectiveness in virtually all facets of the

department, leads to improved service delivery, and it is also understood that mandates are on the horizon that will require technology. As part of its 5-year plan the maintenance, upgrading, or the introduction of new technology, will be planned out.

The Police Department needs to:

- Build the capability to collect or obtain activity related information in order to properly analyze crime, provide information, and focus resources.
- Once the data is obtained utilize a statistically driven approach to analyzing the information and providing near real-time reporting to be used in police operations.
- Complete implementation of the Public Safety Network that will allow staff to operate more efficiently on the City IT network rather than two concurrent networks as is currently the situation.
- Build the capability over time and budget to provide the technological capability for officers to access the information from their vehicles or through the use of PDA's. The initial capital expenditures will return major outcomes on the investment.

The Strategic Planning Group recommends the application of CompStat to the Police Department to further refine the operation, creating a data-driven; fact based deployment methodology, as well as being a performance and organizational accountability system. CompStat is a management initiative whereby law enforcement problems are identified by using data, and results are measured through problem solving efforts. The approach requires accurate data and information to be supplied to units who can use it in near real time and applied to strategies and deployment to reduce crime. CompStat came in to being to "transform a department from a reactive, risk averse agency into a department organized and managed for results"². It is premised on near real time data, analyzed and returned to patrol, investigations, and other units, coupled with tactical deployment to the identified problem, and requiring measurable results.

The Strategic Planning Group further recommended that should the opportunity present itself, one person from the police department become trained in the Six Sigma methodology. Six Sigma is a business strategy and methodology that can help an organization create real and lasting improvement in performance that lead to increased customer satisfaction and an improved bottom line. Six Sigma is a process improvement system, a root cause analysis methodology designed to identify the few actual causes of problems, improve them, and maintain the improvement. It is a management philosophy that focuses on removing defects through systems that underscore understanding, measuring, and fixing of processes. The essential premise is that if defects in a system can be measured, they can be methodically eliminated. It leverages information to tell the department where it actually is in relation to what its constituents (internally and externally) expect.

Some examples of these processes include (but are certainly not limited to):

- Analysis of CompStat data
- hiring police officers
- Training police officers

² Henry, Vincent E., *The CompStat Paradigm*, 2002.

- purchasing
- Inventory management
- preparing or managing the budget
- conducting an investigation
- Fleet management
- promoting officers
- preparing reports
- entering data into computers

Pencom. The Department participates in a regional communications group (Pencom) and is also part of the regional interagency OPSCAN communications system that is designed to enhance inter-operability between all emergency response agencies in a multi-county area around the Olympic Peninsula. We are committed to providing efficient and effective communications abilities for our officers and the community. To date, a great deal of the expense to update regional communications has been borne by Federal grants. Over time we will be forced contribute more towards support and upgrades to these systems and replacement of existing radios in order to meet federal regulations.

Of special need is the equipping of patrol cars with in-car DVD recorders. This technology is both an officer safety tool serving as an electronic partner in the car to record traffic stops and emergency situations; secondly this technology helps to enhance the quality of evidence that is brought to bear to enhance criminal prosecutions. A common piece of technology within the policing industry, only one Sequim car has ever been equipped with an in car video system. At an approximate cost of \$5,400 per vehicle it will require a lease-purchase investment to equip the primary patrol units within the police fleet, a purchase that has been striped from the 2006 budget.

Forensic Computer Unit. Technology advances, and the distinct advantages begging for their application, affect everyone, including law enforcement. Criminals are now more sophisticated in using technology. Technology assists us in communicating with the community, with other agencies, and within our Department; however, the continual need for upgrades in technology definitely impacts our budget. Fortunately, our Department has a forensic computer investigative Detective who is retired and offers his services to the Department on a discounted hourly basis. Investigating Internet and technology assisted crimes increases the need for investigative time, up to date equipment, and training to keep investigators up to date. Two full-time officers have been identified to begin a long-term process to be trained to support the **forensic computer unit**. The Department has been successful in prosecuting several child pornography, fraud and technology investigations in recent years. Unfortunately, the only other resource for this service lies with the FBI computer Crimes Task Force in Seattle and that unit has a huge backload, the Washington State Crime Labs have been unable to staff the one computer forensic positions they have had budgeted for over a year. Consequently, our agency has developed a unique reputation for being a leading resource in this unique area of criminal investigations.

INCREASE IN NARCOTICS INVESTIGATIONS

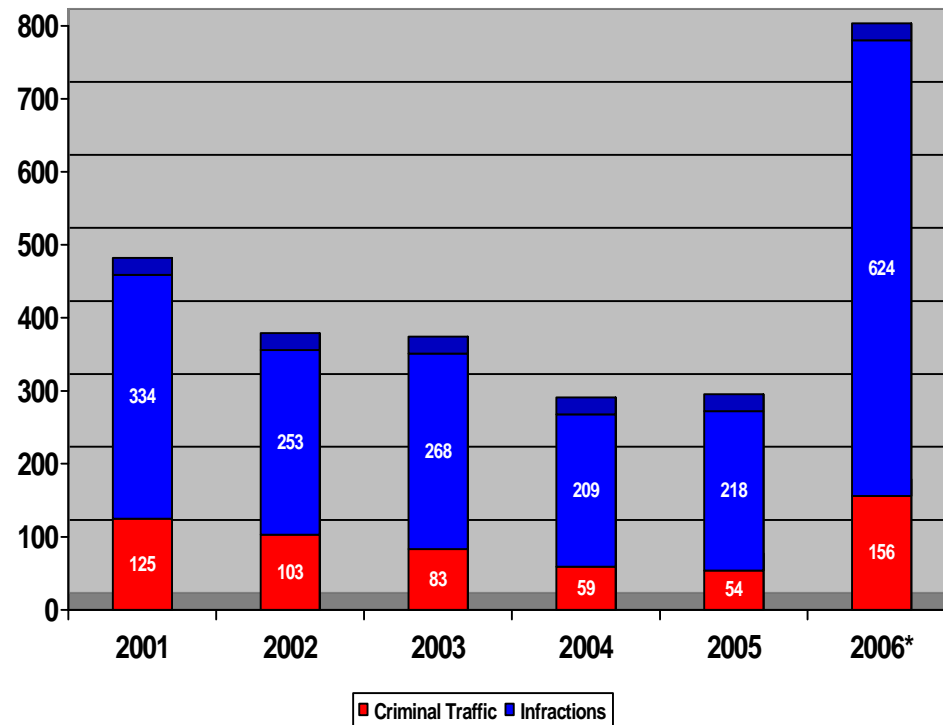
Neighborhood narcotics dealing complaints are an on-going challenge as are local and regional drug trafficking organizations. While the Department is a member of the regional narcotics task force (OPNET), that organization has been challenged routinely with funding cuts, an unstable source of federal support and inter-agency challenges. Recent proposals that were spearheaded by Sequim PD last year are taking root with additional resources being committed by the member agencies. This year an initiative to invite the local Tribal law enforcement agencies to participate as full-members is making tentative steps forward. OPNET has provided significant support to the Sequim police department in supporting joint drug investigations, sharing informants, a sharing of high technology equipment as well as providing drug buy funds and search warrant assistance. **Consequently, the highest priority in the 2007 budget package from the police department will be to staff a full-time detective who will liaison with OPNET.**

TRAFFIC SAFETY AND EDUCATION PROGRAM

Traffic crashes are costly to the community – traffic safety organizations estimate an average of \$40,000 in lost wages, medical costs, and damage that are associated with a significant crash and up to \$1,000,000 when a fatality occurs (this does not include minor collisions that are non-state reportable with damage that is less than \$750 and/or has no injuries). It is estimated that in 2006 collisions cost the Sequim Community over \$1,480,000. In the past five (5) years, there has been a 15% increase in serious vehicle crashes in the City. Certainly this is an area for additional emphasis.

Additional staffing to supplement the initial funding of one Traffic Safety Officer in 2006 will need to be closely monitored in 2007 to determine if the program needs additional resources in the form of officers and supporting equipment in 2008. The Department has an established goal to add moving radar units to all patrol vehicles, install DVD video recorders in patrol cars, and to purchase a set of portable truck scales at a cost of \$30,000 and train three (3) officers as Level 1 Commercial Vehicle Enforcement Officers (CVEO) to initiate truck enforcement efforts in 2007.

Another element of staffing to be considered is a concern articulated by the citizens – traffic speed, flow and congestion. Over 16,000 vehicles pass through Sequim everyday (an estimate of approximately 5.84 million vehicle trips per year). In 2005, the city reported 132 collisions with 272 citations issued while in 2006 it is estimated there will be 150 crashes with 624 citations issued. While serious collisions remain low for a city the size of Sequim, traffic enforcement and education efforts have been targeted for enhanced attention in 2006. In part, this new emphasis is a direct result of a multitude of citizen complaints about speeding traffic, aggressive drivers, neighborhood traffic complaints and congested traffic. In 2005, traffic collisions occurred at the average rate of one collision every 2.8 days and a traffic infraction (assuming all 272 were unrelated to collisions) issued every 1.6 days, while in 2006 there was an average of one collision every 2.4 days and 2 traffic infractions were issued every day. Of the estimated 5.84 million vehicle trips through Sequim each year, if we assume all crashes involve two vehicles (300 total vehicles), this would account for approximately 1 collision per 19,466 vehicle trips in 2006.



Traffic Enforcement Activity					
	2002	2003	2004	2005	2006*
Total Traffic Stops				1148	2652
Infractions	253	268	209	218	624
Criminal Traffic	103	83	59	54	156
DUI	15	12	14	24	35
Warnings				876	1872
Crash Reports	128	100	116	132	150

*2006 numbers are estimates based on trend data covering into October of 2006.

As Sequim plans for growth and additional traffic, including resident, commercial, visitor, and pass-through, involvement of the Police Department in the planning process of the city is essential. In anticipation of more traffic and associated problems, the department's involvement should also be part of the Community Oriented Policing and Problem Solving (COPPS) initiatives. Intelligent planning on the part of both the city and the department has the potential to minimize the impact of traffic-related policing requirements. This type of planning may also carry over into virtually every element of the department.

Even with enhanced focus on enforcement and the use of Highway 101 Safety Corridor overtime dollars, the Department continues to maintain a high number of warnings to citation issuance (approximately a ratio of 3 to 4 warnings for every citation issued – significantly higher than the United States' average of approximately 1:1).

COMMUNITY OUTREACH

Being a small Department, our agency has long had a community oriented policing culture. As additional demands on our time have come into play it has become more difficult to do those proactive things that the community wants and the Department recognizes as being valuable to our mission. It is an identified need and a strong desire of Department staff to expand outreach programs within our community. Our high percentage of retirees will benefit from the educational and crime prevention programs that the department can offer. The trends of more sophisticated financial exploitation crimes occurring in the City lend themselves particularly well to crime prevention programs and in developing partnership activities with financial institutions and businesses. Crime prevention and outreach efforts must be clearly defined and supported in Department budgets in the areas of personnel costs, supplies, and training.

The City Council and the community have identified emergency preparedness as a priority in light of many national incidents, both in the arena of Homeland Security and in response to natural disasters. Emergency preparedness will entail working with partner agencies to improve response planning, communications and warning systems, readiness drills, and some stockpiling of critical supplies and health and safety-related stocks. It will also involve educational efforts for our citizenry, and cooperative preparation with entities such as schools, nursing homes, and helping agencies.

Two specific programs also fall within this area of community outreach; the **School Resource Officer (SRO) Program** and a **Downtown Patrol Officer Program**, as does the police department **supporting community programs**.

- The SRO Program is a contractual relationship with the Sequim School District and will come up for review and renewal in 2009. While this program has been very successful and has also been well received by the School District, it is a shared funding item. Given the current trends experienced in the school system with risky behaviors of middle school children and at-risk behaviors associated with drug/alcohol experimentation and gang behavior – proactive programming will be a wise investment. Significant narcotic penetration into the high school has not yet occurred. Consequently, consideration must also be given to reviewing the implementation of the **Gang Reduction Education and Training (GREAT) Program** supported by the ATF branch of the Justice Department. The program consists of a series of lessons taught by a police officer to pre-inoculate middle school students from at-risk behaviors that could otherwise lead to gang and drug involvement. The Drug Abuse Reduction Education (DARE) Program is a much more staff intensive and multi-year targeted program that does not yet seem to meet the risk factors of the schools.
- The **Downtown Patrol Officer Program** or additional Traffic Safety Officer (TSO) is targeted for funding in 2009 and would be used to enhance patrol visibility in the City's commercial district. This program could be patterned after the program developed by the Port Angeles Police Department this year and would use a combination of foot, bicycle and vehicle patrols. This officer would also market crime prevention programming, fraud investigations and shopper safety as well as serve as the Department's liaison with the general business community and associated civic events.
- The Department has little if any track record in **liaisoning with helping organizations** and groups to actively support programming that has not been directly tied to the agency. A key part of the community policing philosophy is to partner with the

larger community and for the police to become part of significant community programming. The Department will need to continue to identify the level of participation and support it can provide to the larger community. At the present time, the agency has committed itself to the following community partnerships:

- Annual **Toys for Tots Program** to facilitate the collection of toys and meals for needy families during the holiday season.
- In the Summer, the department participates with the **Cancer Society** efforts to raise funds with a “Jail-a-thon” for the Walk for the Cure events.
- Each August the Department supports an annual fundraising event that supports the **Kathy Barr Memorial Fund** maintained through the Boys and Girls Club as well as the SRO Program.
- Each October the Department produces a **Public Safety Fair** (focusing on crime prevention and emergency preparedness).
- The Department is a **Corporate Member of the Boys and Girls Club of the Olympic Peninsula** (a relationship that follows in the foot steps of the US Department of Justice which recognizes the crime prevention value of this organization's programming).
- The Department will become involved with a new Exchange Club if such is chartered in Sequim in 2007. The Exchange Club is nationally involved in crime prevention and child abuse prevention programs.

STRATEGIC ISSUES – INTERNAL

The Department re-organized this past year because of staffing changes due to retirements and growth in positions. This strategic planning process is an opportunity to assess our development in light of the growth that will occur over the next several years. Internal issues focus on five general areas: staffing and supervision, training, equipment, technology, and accreditation.

STAFFING AND SUPERVISION

Staffing changes and additions during the last several years primarily have addressed replacement needs for retirements (three in the last two years), the creation of an SRO program via a Federal COPS grant, and an additional patrol position approved by the City Council in 2004 to address officer safety needs. Already in 2006 we have experienced an estimated 20% increase in the severity of crime in our jurisdiction, and an increase in overall call volume. As call load increases, additional police staff will be needed to handle calls for service. To address the anticipated housing and commercial growth planned for the City; this plan must state, realistically and with full justification, a deliberate approach to ready the Department to meet increased demands for service and the public's expectation for safety and security in the face of continuing growth. **Using both the national average for communities of less than 10,000 population as well as a call volume to officer ratio method, the Police Department is currently understaffed by 5 to 9 FTE's.**

The Department identified several key areas where adding personnel in fiscal year 2006 would bring immediate benefit. We added a traffic enforcement officer, a code enforcement officer (housed within public works), an additional supervisor, and the addition of a part-time crime prevention and emergency management coordinator. We also reorganized our current staff; changing a civilian support supervisor to an administrative sergeant with broader responsibilities to include the School Resource Officer (SRO), crime prevention and emergency management, and an ever increasing volunteer staff. Added supervision had been identified by both employees and supervisors as a pressing need to correct in 2006. These added supervisors reduce span of control deficiencies, given that supervisors are responsible for full time officers, volunteer reserve officers, and civilian volunteers.

2007 requires staffing emphasis be placed on enhancing the agency's capabilities in investigations and training. For example, crime trends for the last several years have led to more complex investigations involving identity thefts and frauds. A large percentage of our community is particularly at-risk for these types of crimes. Also, these investigations are more time intensive. As we are a small agency, our officers are generalists who very often investigate their own cases. More complex cases and a rise in felony crimes drive the need to increase investigative training for officers. As the Department has grown, **it is necessary in 2007 to add an additional support staff position to slow a backload in records management, data entry, evidence processing and testing.**

A breakdown of **overtime usage** over the past three years indicates that there has been a rise in overtime specifically in providing basic shift coverage and in managing criminal investigations (See Appendix J). Court overtime has been managed successfully given the number of cases that are being filed for prosecution with training costs rising in addition to firearms training – both of these areas will continue to increase in future years. It is estimated that 2006 overtime will exceed 5,800 hours (some of this cost can be reduced in the 2007 budget year by staffing additional patrol and detective staff, but because of hiring and training of new staff a significant reduction in overtime is not anticipated until 2008).

LAW ENFORCEMENT ACCREDITATION

Law Enforcement Accreditation has been identified as a goal to be achieved within the life of this plan. Accreditation serves as a process to evaluate, update, and improve our internal processes and procedures, and is a standardized measure of our professional delivery of services to our community. This is a structured program managed through the Washington Association of Sheriffs and Police Chiefs (WASPC) and is focused on reducing liability exposure to the City and police department. The Department currently has a working group updating internal operating processes using national benchmarks as a guide to customize procedures to the Sequim Police Department.

According to the consulting team - Chief Spinks describes as one of his major goals to obtain accreditation for his department. There is a state accreditation program through the Washington Association of Sheriffs and Police Chiefs and a national accreditation program. Both are similar to one another. Getting the organization accredited is an often lengthy and involved process requiring the department to comply with several hundred standards. The process is time consuming and expensive for the organization. Potential outcomes may benefit both the department and the city. It is not known in Sequim whether the return on the investment of time, money, and other resources would equal the benefit of being accredited.

Department accreditation is an arguable goal, and is seen by many departments as a dubious distinction. Others are extremely supportive of accreditation and re-invest in it at the required re-accrediting periods. One of the real benefits of accreditation is that departments seeking such status are compelled to show evidence of written command and control procedures (policy) in place and made properly available to its personnel. On the other hand good organizational policy should already exist.

Many departments begin a trek towards accreditation and abandon this goal because of the time, effort and money that must be expended in evidencing on paper a coordinated, integrated operating business plan. However, the Department should be encouraged to accomplish the preliminary goals of accreditation, which establish a body of written policies and procedures to put the department "on-track" to more efficient operation and budgetary control. Finally, should the chief pursue accreditation, the data collected from the department's staff clearly indicate there is an internal educational opportunity to be initiated within the police department.

VOLUNTEERS

The Sequim Police Department currently boasts a successful volunteer program. One of the more critical elements of such a program is the ability to work with and within labor agreements and organizational policy. The use of volunteers is often viewed as supplanting the work of regular officers, and if true, may generate an unfair labor practice or affect existing grant funding if such a complaint were sustained. Sequim uses two distinct categories of volunteers, 1) **Reserve Police Officers**, and 2) **Volunteers in Police Service (VIPS)**.

PERFORMANCE MANAGEMENT

The Strategic Planning Group and the Department management team both recognize that one of the tasks necessary to establishing the level of internal and external accountability is the measurement of performance, certainly as it applies to the mission of the department. The Department has undertaken the process of revising, re-tooling and updating the performance evaluation review process.

CITIZEN ADVISORY PANEL

Chief Spinks has proposed the formation of a Citizen Advisory Panel that can increase transparency, increase credibility, and increase the value of measuring the department's performance. Selecting the right people who represent the broad range of city interests will be a significant window into gauging community expectations and in serving as another two-way mode of communication for the department. This will assist performance, build support and will allow a far more expeditious set of solutions from the Community Oriented Policing and Community Oriented Policing and Problem Solving (COPPS) philosophies. The creation of a Citizen Advisory Panel should follow the staffing of a new Executive Secretary and the Crime Prevention/Emergency Management Coordinator in order to assure support and follow through for the panel's monthly meetings. The CAP will also be more cost effective in staff time and resources than developing a staff intensive Citizens Police Academy would.

UPGRADE OF THE POLICE DEPARTMENT WEB SITE

The purpose of having an Internet site is to provide the public information about the department, its personnel, its vision, mission, and goals. It is our intention to improve the site to provide the public information, solicit feedback, and provide data about crime, other police problems, and what the department is doing. Information that could be included may be electronic versions of brochures and tip sheets the department currently utilizes. The Department is exploring opportunities for citizens to self-report crime via a website crime reporting tool and will continue to investigate opportunities to both encourage communication and interaction between the Department and citizens and into areas which improve efficiencies of operation for our agency.

TRAINING

The Department has recognized the need to broaden our ability to provide in-house training and core competency training on a more consistent basis. The State Of Washington has mandated a minimum of 24 hours per year of training for all officers--regular and reserve. This new mandate is changing the face of training for most agencies. Constrained by distance, our training must be a blend of traditional out of area courses, regional opportunities and must also tap in-house resources as well as satellite/distance training opportunities. As we have lost several seasoned officers to retirement over the past two years and are now a young Department, it is imperative to invest additional time and money into training. Due to this turnover and overall manpower constraints, the Department currently is in a weak position to offer in-house training, which will also have the associated costs for backfilling shift coverage. Training needs and costs will have to rise for the next several years in order to reduce the liability exposure that was further enhanced by a 9th Circuit Court of Appeals Decision (*Johnson v. City of Sequim*, 382 F.3d 944 (9th Cir. 2004)) that identified the Police Department's then in-

place training process as inadequate. This is an identified need and it must be budgeted accordingly in areas of personnel costs, training equipment costs, and travel expenses.

Firearms training has become a challenge because two local firearms ranges have been closed and their future is uncertain. The closest available range is now maintained by the Forks Police Department, which is ready and available except for the expense of significant travel time; the Jefferson County Sheriff's Office in Port Hadlock is willing to provide one Tuesday a month to the Department for use of their range, again travel time will be an expense. Given the number of required training sessions and the added potential expenses of travel, a new Sequim police facility must now seriously consider the inclusion of an indoor firearms range (though County Park funds and/or grants and low interest loans may also be available through the National Rifle Association to build an indoor/underground range facility if the Department also provided times to the public to utilize the range). Additionally, the acquisition of and use of electronic judgmental shooting equipment as part of the firearms training program can supplement the immediate inaccessibility of live fire training and enhance future training, (this will require approximately \$10,000 in equipment purchases).

Vital to this effort is the additional staffing in 2007 of a **training officer position** to ensure compliance with training requirements, proper records keeping, facilitating inter-agency training opportunities, career development and specialty training that is legally defensible. **The consulting team concurred in the immediate need for funding a training officer, which would help to better manage the Department's liability exposure. Additional training recommendations by the consulting team included:**

SEQUIM PD TRAINING PLAN ELEMENTS

Within this position statement are commitments to full opportunity in training and availability of a range of training for employees. The concept of constant improvement within the Vision is strongly dependent upon training and re-training. Vulnerabilities identified include a young officer group that will need developmental training. External groups that may be a major component of training include external agencies in the area (through partnerships and mutual aid) and the Criminal Justice Training Commission. Of note, the Criminal Justice Training Commission (under the authority of the Washington Administrative Code) mandates 24 hours of training per year for officers at a minimum.

Training and development are identified as essential to building capacity. The plan recognizes that customer focus training must include all staff. Preparation for accreditation is identified as a goal, and it is one that will consume major resources including personnel.

Many of the concepts identified require re-training/re-orientation of officers. Each officer should have an updated resume on file. Enhanced decision-making is a critical objective, combined with greater accountability. Training in decision-making and exercise of authority, crime prevention and new technologies and strategies are essential to this element.

Police training is a state mandate with regulations, requirements and guidelines all set by the Washington State Criminal Justice Training Commission. This includes the types and hours of mandatory training and re-training required maintaining individual police officer and departmental certification. As the Criminal Justice Training Commission sets the minimum mandatory criteria

for training a department meeting those minimum standards relieves itself of vast amounts of liability. The department may elect to and in some circumstances should go above the state standards for training. Sound reasoning in identifying specific needs and the impact additional training brings requires proper analysis, certainly in areas such as scheduling, budgeting, etc.

Here are some identified issues; challenges and recommendations relative to training that have been identified by the consulting team as critical components to be accomplished in the 2012 Policing Plan:

1. **Employ a training manager.** Consider opening this position to either commissioned or non-commissioned. This will provide the training program with a level of professionalism and continuity that is unavailable with either a volunteer or rotational assignment.
2. **Capture all the training pieces within the organization and assign them to the training manager.** Include: reserves, officers, supervisors, managers, FTO, support staff, volunteers, BLEA, CJTC, etc. Take advantage of the fact that all employees' benefit from many of the same courses, for example, advanced decision-making. Avoid organizational training fractures that allow reserves and regular officers to set up parallel training. Allow the training manager to delegate the responsibilities back out as appropriate, without losing accountability.
3. **Structure the organization so that the training manager reports to the chief.** This resolves most chain-of-command issues/obstacles. Integration of concepts and rationalization of the training program requires that the training program have the ability to carry out its mission across artificial barriers such as divisions, specialized programs, support functions, etc.
4. **Assign a dedicated budget to the training manager** so that this expenditure becomes an expectation with city managers, thus reducing the need to continually justify training expenditures. Sell it once to the manager and council.
5. **Write and structure the staffing plan** and staffing projections to explicitly recognize that legal, technical and risk management issues all mandate that police officers require an above-average amount of training. While different specialties and career stages may have different training needs, it would not be out of line to project that 10% of an officer's duty time will be spent on training. Such an estimate can easily be based upon the various trainings needed to stay current, address deficiencies and advance down a career path. If such a projection is not written into the staffing model, expectations will be unrealistic and both training and operational goals will be sacrificed.
6. **Re-write the training policy**, update it as needed and review at least annually. Eliminate statements that would seem to place the entire burden of staying current on the individual officer. Use the policy to create accountability throughout the organization. The policy should reflect the 2011 Policing Plan goals and further explain how training will further these goals.
7. **The training policy should require an annual training plan at several levels:** departmental, career, supervisory, management, and refresher/maintenance, individual, remedial. The Chief should approve the annual training plan so that it becomes guiding policy. The policy should indicate that failure to meet the requirements of the training policy might subject an officer to discipline. Involve all staff in the input stage of the training plan, and solicit topics and priorities—

make the personnel own the plan.

8. **During periodic evaluations, each officer and supervisor should specify training** to be addressed during the next period, and should take a look back at goals set in past evaluations.
9. **Firearms training should be at least quarterly**, and cover night and low-light conditions, moving targets, decision-making, movement, use of cover, weapon retention, safety, qualifications, force decisions, no-shoot scenarios, multiple officer drills, reloading, malfunction clearances, close quarters combat and distance shooting. All weapons issued should be trained to regularly, i.e. shotguns, rifles, less lethal, TASERS, pistols, batons, ASP, OC spray. At least some qualifications should be fired with duty ammunition, both for documentation and to cycle out old ammunition.
10. **Firearms maintenance should be included in policy and training.** A multiplicity of brands and models may prohibit an armorer program, but inspection of pistols will reveal damage and lack of maintenance. Cleaning and maintenance should be taught and done during firearms training, i.e. no officer should leave the range with a dirty gun.
11. **Personally owned firearms**, back-up pistols, etc. should be on record with the department, and meet the same criteria for function and maintenance as the issued firearms. Officers must qualify with off duty weapons. This should be specified in policy.
12. **Develop a use of force training program** that integrates all force tools into regular training. Require defensive tactics (DT) and firearms instructors to plan together and deliver some training in a combined format.
13. **Mandate a minimum amount of DT training.** Treat lower force level training as seriously as firearms.
14. **Develop at least one officer as a DT instructor.**
15. **Require legal update training at least annually.**
16. **Don't rely on any training that is without documentation**, or is so generic that it does not apply in Washington.
17. **Require measurements/tests of performance** so that the agency knows when an officer's performance is unacceptable. The key concept is that the deficiency should become apparent in training before it becomes a citizen complaint or lawsuit.
18. **Use distance-learning technologies** like LETN where appropriate, allowing the department to train while on shift and providing maximum flexibility. Buy digital recording equipment to permit quality time shifting of programs (i.e., begin to phase out videotape).
19. **Support staff is the face of the department for most citizens.** People in the community are more likely to have contact over the phone or at the front desk than they are to talk with an officer. Ensure that customer service as outlined in the 2012 Policing Plan, places the proper emphasis on support staff, and provides them with training needed to do this effectively. Ensure that desk manuals exist for all support functions and that these are annually updated. Public service deficiencies here must be corrected as soon as identified to maintain the department's reputation with the public. Look sharp; be sharp – as they do.

20. **Support staff should continue involvement with LEIRA.** They should be making recommendation as to software problems and upgrades. Their position and status with officers must be protected and enhanced. Consider requiring officers to perform shifts in support services and allow support staff to ride with officers. Train support staff with officers when appropriate.
21. **Develop a training record system that has the following:**
 - a. Officer/staff individual training file—this should contain documentation of every course, test, score, certificate, etc. from Basic to present time.
 - b. Course file for each course sponsored or taught in-house.
 - c. Master file of training rosters.
 - d. A database that allows summary reporting of all training, and that is within several weeks of being current at all times.
22. **Report the “big” training picture to the chief at least quarterly or on demand.** Use the database to show officers who missed or failed training, who qualified and who did not. The chief should always know where the department vulnerabilities are, and what the plan is to fix the problems. This report should be easily generated, perhaps from off-the-shelf software rather than the AEGIS system, and capable of sorting and packaging information in different ways. This quality report is an essential management tool. If personnel are digging through files to create an accountable training report then the system is not working.
23. **Training records should include every department employee.** Ideally, a reserve officer will have a training record that looks a lot like a regular officer. Mission-related training such as customer service training should show across all units within the department.
24. **Partnerships with other agencies and the Criminal Justice Training Commission** can leverage scarce resources and permit a training program that is exceptional, and otherwise beyond the capability of the department. The department appears to be on-track to take the lead in the region in the area of training. Ideas that may be considered include shared instructors, multi-agency training programs in areas like firearms, DT and EVOC. Consider that it may not be possible to maintain an instructor in all of the disciplines that one would like, so create an instructor plan for the region that would obligate the instructors to deliver training to multiple agencies (e.g., an EVOC instructor from the sheriff’s office may be tasked with offering the driving program for all agencies). This would require executive level formal agreements to work well in the long run.
25. **Look beyond traditional partnerships** and consider training arrangements with tribal agencies, National Parks, Fish & Wildlife, State Parks, WSP, community colleges, private security, coast guard, other city departments and other cities, etc.
26. **Holding cells create liabilities** and a plan should be in place to identify issues of custody, train officers and support staff

- on supervision requirements, and monitor prisoners. Policies should be reviewed by corrections professionals for compliance with law and requirements.
27. **Create incentives for instructors** that will strengthen and maintain the programs. Hourly instructor pay bonuses are one possibility. Assigned time to develop lesson plans will prevent burnout.
 28. **Reward excellence in individual skills** (e.g. firearms) and maintain a friendly competitive atmosphere. Use shooting badges and other recognition of high performance in a variety of areas.
 29. **Develop a required, standardized lesson plan** so that every class taught is well documented.
 30. Identify reserves, volunteers and other staff who are qualified to be instructors, and permit this kind of specialization, if the benefit to the department is clear.
 31. Consider **organizing all policies into an accessible, user-friendly manual** and ensure that everyone has access. Include accreditation standards, training plans, etc.
 32. **Plan and post an annual training plan** that deals with high-liability training. In other words, don't leave scheduling to chance, but rather plan it in December and implement it in January—December of the next year. Build other events around these dates so that you have a core to work with.
 33. **Define and formalize the instructor selection process** to maintain morale and minimize feelings of favoritism. Write down the requirements and have people certified as instructors by the Washington State Criminal Justice Training Commission.
 34. **Purchase, lease or construct a training facility.** Have the city develop a training room. If possible maintain an area for fitness gear and DT training that is separate from classrooms. Equip the room so that instructors don't have to re-build for every class. If departmental programs must be compromised to do this and the city won't fund, consider creating a training room and charging fees for other city and external use. Get CJTC to help with this as a regional training facility. The combination of facility, CJTC staff, in-house instructors and a training plan, will position Sequim as leader in the regional training efforts.

SEQUIM PD—TACTICAL/EMERGENCY RESPONSE CAPABILITY

Small to medium size departments are generally incapable of staffing and supporting full-fledged tactical teams (SWAT). The budgetary, equipment, training and command requirements are usually beyond the scope of what can be accomplished. Obviously, situations will arise which require an extraordinary law enforcement response—i.e., situations that require immediate force response, containment, hostage negotiations, and incident command or long-term response. There are several models that may be considered in order to deal with such situations. Some examples include:

- **A multi-agency cooperative tactical, high-risk entry team** that is built from departments within one or two counties. Such

teams have been successful in some areas, but they have limitations such as: difficulty in maintaining staffing, commitment from departments that varies over time, equitable sharing of costs and services and determining how this is apportioned, struggles over control of the team (who really owns it), slow assembly and response times, varying expectations on the response capability of the team, incompatibility of firearms and radios. Historically such teams have had success when leadership is strong and motivation among the participating departments is equal; equality of the partnership is really the key to success. It is probably most common that such teams have cycles during which personnel turnover and internal and leadership differences result in inconsistent preparedness. The single greatest issue with multi-agency teams is the difficulty of assembling team members in a timely manner. While this approach may be a worthwhile goal, it is not the solution to the majority of law enforcement crisis situations, and reliance on such a team for regular high risk warrants service and high-risk patrol situations will probably result in unsatisfactory public service.

- **The State Patrol SWAT team is available and will respond to assist local jurisdictions.** Because WSP members must respond from many locations in order to assemble, this response is perhaps even more delayed than a local multi-agency team. The team will have good training and leadership, and will have the equipment and communication capabilities and special skills (snipers, hostage negotiators, chemical munitions specialists, etc.) necessary to deal with complex situations.
- **A departmental SWAT team can be created in any reasonably sized department.** The impact on small departments is disproportionate, and not every officer is well suited to the demands of such an assignment. The cost of even a small SWAT team is high, and finding enough time to train with the frequency and intensity that is required will be difficult.

Sequim's 2012 Policing Plan proposes a patrol-level capability to respond to unusual occurrences. This plan bridges gaps between the above models and calling in SWAT teams from out of the area by developing a well-trained patrol officer group, but assumes that if SWAT is necessary then WSP can be called upon. This will allow patrol officers to respond appropriately to active shooter situations, bank robberies and similar high-risk situations that require immediate resolution and cannot await a SWAT team call out. This patrol tactical response proposal should be supported, as it is responsible, practical and within the mainstream of current law enforcement tactical thought. In today's environment, most patrol officers carry .223 caliber rifles in their patrol cars—Sequim officers should be equipped and trained with patrol rifles (it is optional now). Optical sighting devices are available that permit very accurate shot placement at reasonable ranges (100 yds. or less). Ballistic shields will allow high-risk warrant service and building entry in situations that would otherwise require a fully equipped SWAT team. Chemical munitions delivered via 37 or 40mm launching systems are recommended less-lethal tools that require some specialized training for at least a few officers.

Challenges within the patrol response model include:

- 1.) Team movement,
- 2.) Communications,
- 3.) Training requirements,
- 4.) Sniper (precision rifle) training, and
- 5.) Hostage (critical incident) negotiations.

Additional training and exercises necessary to refine team movement and communications among officers are absolutely necessary and will add to the department's training burden. However, and this is an overriding advantage, all such training will improve daily patrol function and performance, and give officers even more confidence in their ability to deal with the broadest possible spectrum of situations. Yes, training time will increase with rifles, entry and movement training, ballistic shield deployment techniques and other team-related functions; but all of this training will yield better-prepared officers and some of this training will overlap or replace existing training, although at a higher level.

The question of whether to train a rifle precision marksman (long range scoped rifleman) is more difficult. There are situations that are most safely resolved with a very accurate precision shot at long distance, and there may not be time to obtain a WSP marksman. On the other hand, a rifle team must have at least two members, one spotter and one shooter, and both must be highly trained. It is a disservice to the marksman to place him in a high stress shoot situation without adequate support from a spotter. Both spotter and marksman should be equally trained and able to trade places so that the team is still functional over extended time. Both officers must train and shoot every few weeks to maintain the precision and confidence necessary in this role. Initial training will be several weeks, and the team should engage in shoots and training annually with other marksmen. The chief should consider all of these things, as well as whether existing talent and trained officers are already in the department, when making the decision on a rifle precision marksman.

The use of first-response critical incident negotiation training for patrol staff is proposed in the 2012 Policing Plan. Like the precision marksman concept, this proposal should be carefully planned. There are pitfalls—good negotiators are not necessarily good entry team members, and all officers will not have the necessary talent to perform well at negotiations. Planning and training must recognize that the designation of one officer as a negotiator at an event will probably preclude using that officer in another tactical role. And experience shows that you can't "talk and shoot" at the same time; i.e. a negotiator will be mentally, emotionally and physically unprepared to respond immediately if the situation turns bad. Hostage negotiation and force responses are often mutually exclusive tasks. Hostage negotiations can only take place if initial response has resulted in containment and evacuation of at-risk civilians. In small departments such as Sequim there may only be three or four officers available—just enough to put together a patrol tactical response—and the assignment of one of these officers to negotiations will weaken the ability to respond properly. The intention in the 2012 Policing Plan to enhance crisis resolution through negotiations is very positive and should be thoroughly explored. The determination as to whether this is feasible will be revealed only through extensive exploration of staffing, scenario "what-ifs," detailed itemization of expectations, and the creation of a realistic on-going training plan.

EQUIPMENT

Equipment will be needed for new staff additions within our planning horizon. Vehicles, weapons, uniforms, equipment, etc. are all part of the initial expense of new officers hitting the streets. Employees can only be successful if they are supported with the resources needed to do their job efficiently and effectively. Resources from other agencies that traditionally have assisted us in major incidents are rapidly declining as those agencies deal with waning budgets. Therefore, we must prepare to deal with violent incidents and improve our ability to respond to and contain such incidents until resources can be mustered to assist us. We have been budgeting these equipment purchases for the last several years, and will need to continue to do so over the life of this plan.

RECOMMENDATIONS OF THE CONSULTING TEAM

The recommendations presented here also include those either in progress or were already identified by the Police Department. These recommendations are inclusive of the years 2006 – 2012 and were not placed in any order of importance by the consulting team.

1. **Establish Organizational Values** – Be responsive to the needs of the community and ensure the delivery of quality services through the development of a customer orientation, to include both internal customers (department and city organization) and external customers (the community).
 - a. The Police Department has already developed these.
2. **Leadership and Empowerment** – develop internal staff leadership skills to meet internal and external expectations.
 - a. Continue the transition into the Mission and Vision
 - b. Enhance the Police Department's credibility with its customers
 - c. Empower the department staff to engage in organizational problem solving
 - d. Empower the department staff to engage in community problem solving
 - e. Teach leadership skills not only to department supervisors and managers, but to all staff
 - f. Encourage staff to seek higher education opportunities; the department should reflect the community it serves
 - g. Create a succession plan for the department; develop candidates inside the department to assume leadership positions
 - h. Enhance responsiveness to employee needs, performance, and participation
 - i. Recognize significant employee accomplishments – establish an awards program
 - ii. Investigate a "Senior" or "Master" patrol officer – if applicable and does not influence the organizational budget negatively
 - iii. Establish opportunities for employees to submit ideas, suggestions, criticisms
 - iv. Enhance opportunities for supervisors and managers to spend time with staff – learning and listening
3. **Update current policy manual** – utilize the International Association of Chiefs of Police Desk Reference Manual as a guide. Provide a written copy to each employee.
4. **Problem Solving** – enhance community livability through the use of proactive problem solving approaches to reduce fear and incidence of crime
 - a. Re-visit Community Policing and Community Oriented Policing and Problem Solving strategies to produce measurable outcomes that favor the community and achieve the department's mission.
 - i. Identify all neighborhoods in the city
 - ii. Prioritize the neighborhoods by police activity levels and natural or man-made disaster severity
 - iii. Train officers in disaster preparedness and provide them with 5-year historic police calls for service in that specific neighborhood
 - iv. Assign neighborhood liaison to individual officers as a means to develop cross ownership and accountability between citizens and the Police Department

- v. Schedule neighborhood meeting where all neighbors (ideally) can attend
 - vi. Provide basis disaster preparedness training (FEMA's CERT program)
 - vii. Provide the citizens with the information regarding calls for service
 - viii. Ask the citizens for assistance in dealing with less severe or emergent issues *before* automatically calling the police – with the rationale that by freeing up police resources from less critical incidents, the police can be re-deployed to mission-oriented activities such as crime; train the citizens in what they should and should not do, and when 911 should be called. Emphasize that the police will respond if needed.
 - ix. Establish a follow-up schedule for each neighborhood to retain the liaison capability and establish long-term relationships.
 - x. Train officers in COPPS
 - b. Increase the ability of the officers to handle crime-related investigations using abatement and other tools
 - c. Include all other criminal justice agencies and critical partners in strategy and solution development
 - d. Maintain participation in the Olympic Peninsula Narcotics Enforcement Team
 - i. Create or enhance in-house narcotics training (shift briefing type training to keep costs down)
 - e. Identify domestic violence issues and utilize problem solving and cross-organizational cooperation.
 - i. Continue participation in county-wide domestic violence task force
5. **Establish the use of CompStat** as a problem identification and performance accountability system
- a. A version of CompStat has been provided as a result of this project. It is a working version and has the capability of being modified as needed. This system utilizes data to identify law enforcement problems in the city in a near real time manner, enabling deployment of resources to handle and/or eliminate the problem. The problems should not be displaced; solutions should be developed to eliminate them.
 - b. Train staff in philosophy and application of CompStat
 - c. Gather the data necessary to operate CompStat
 - d. Establish regularly scheduled meetings – recommended weekly – with chief and supervisory/administrative staff (officers are encouraged to attend) where data/information is displayed with results of strategies applied. Recommend one shift per week be reviewed, followed by investigations, and administrative elements.
 - e. Determine what worked, what didn't work (and why), and what strategies will be applied if the former didn't accomplish the objective intended.
 - f. Develop deployment tactics and strategies to address identified police problems – do not speculate – collect and analyze information.
6. **Improve Traffic Safety**
- a. Establish analytical capability to develop priority array of crash locations and traffic complaint locations to deploy officers to remediate through enforcement, education, and engineering as articulated above.
 - b. Traffic should be part of CompStat
 - c. Determine causing factors and develop educational elements
 - i. Include the media

- ii. Include the citizens
- d. Work through cross organizational teams
- e. Obtain traffic safety grants to assist (Washington Traffic Safety Commission)
- f. Continue participation in Clallam County DUI Task Force
- g. Continue participation in Highway 101 Traffic Safety Corridor Project

7. Enhance the Youth Services programs within the department

- a. Create or continue a liaison with the PTA/PTO
- b. Support and participate in, as time and resources permit, the PROTECT Coalition
- c. Create Kid-ID program
- d. Continue involvement with Washington State Patrol tobacco and alcohol enforcement programs
- e. Create or continue a School Resource Officer Program
- f. Identify the youth-involved police problems and use the above approaches and cross-organizational approach to resolve.

8. Enhance the department's technological capability

- a. Having and using good data is essential to the department. It is necessary to make current the local area network capability and police records management functional and productive – this element cannot be emphasized enough – without good information (which the police department currently does not have), little will be accomplished. This element should be looked at long-term.
- b. Evaluate cellular capability and necessity for the police department; a cost benefit analysis should be completed to determine the benefits (or not) of using Nextel-like capability
- c. Evaluate electronic citation technology – a cost analysis should be completed, as the total number of citations issued may not warrant the expenditure.

9. Investigate the department's internal processes for re-works, redundancies, and inefficiencies.

- a. Reduce non-value add within the department
 - i. What is it taxpayers would not want to pay for?
- b. Virtually every operation in the department is a process; seek to reduce the number of re-works, redundancies, and inefficiencies. Each of these has a cost in terms of time, money, and lost opportunity.
 - i. Examples may include reports returned for correction
 - ii. Data entry
 - iii. Budget preparation
 - iv. Hiring, training, disciplinary issues
 - v. Fleet and supply

10. Continue and enhance volunteer programs

- a. Sequim has a good program; volunteers are currently used; continue their use in such programs as:
 - i. Crime prevention programs

- 1. Neighborhood watch
 - 2. Business crime prevention
- ii. Data analysis
- iii. Statistical analysis of crime trends and patterns
- iv. Assist with traffic safety programs
 - 1. Speed watch
- v. Establish a chaplain program
- vi. Work with programs such as Kid ID
- vii. Assist with logistical needs, such as space needs analysis

11. Establish a performance evaluation system, including frequency of application

- a. Find or build a performance review method aligned with the vision, mission, values, and objectives of the Sequim Police Department
- b. Determine frequency of reviews
- c. Consider top-down, bottom-up review system
- d. Create the system with the assistance of the people affected by it
- e. Performance expectations must be identified and clearly articulated to all staff

12. Organizational Performance Management

- a. Recommend the establishment of an organizational performance scorecard – an example is included.
- b. Once the mission is established, goals and objectives are defined to achieve the mission. Performance should be evaluated in how the agency is reaching the goals and objectives. It is recommended that such performance be reviewed quarterly.

13. Implement the Balanced Scorecard as an organization goal setting and performance management system.

- a. This process will be stalled until the current RMS is either re-worked or replaced.

14. Funding opportunities

- a. There are many sources of grants available, from traffic safety to domestic violence to youth initiatives, investigations, equipment, and homeland security.
- b. Of more importance is managing the department budget if granting opportunities diminish or do not present themselves.
- c. Investigate fees for anti-harassment order service
- d. Investigate fees for records checks
- e. Investigate a Traffic Safety School taught by department officers; those fees are divided between the police and court.

15. Evaluate the necessity for accrediting the department. Given where Chief Spinks is taking the department, is accreditation actually necessary? Is the expense worth the return? A legitimate assessment is essential prior to committing to it.

16. **Tie the department budget to the department strategy.** This will rationalize budget decisions. Expenditures that aren't anticipated on the scorecard either are a low priority or require the scorecard be revisited.
17. **Develop Key Performance Indicators** based on the goals and objectives of the department and this plan; each must also tie to the Balanced Scorecard.
18. **Establish a department chaplain program** – useful for crisis matters.

APPENDIX A – WHAT IS COMMUNITY ORIENTED POLICING AND PROBLEM SOLVING (COPPS)?

COMMUNITY POLICING

Community Oriented Policing is a combination of management philosophy and a new way to do the business of policing. In 1989, the Washington State Criminal Justice Training Commission (WSCJTC) issued a position paper describing Community Policing:³

“Community Policing by its very nature is an all encompassing concept that may include literally scores of different programs. This is as it should be for each individual community will have needs and demands unique to their own. Strategies for implementing Community Policing will necessarily vary between a City Police Department and a County Sheriff’s Office.

However, while programs and strategies may differ the central premise of Community Policing is a common philosophy. That philosophy is that the police, and the public they serve, have an interdependent and shared responsibility in making their communities safe, healthy and livable, and that the public should take a more active and coordinated role in this effort.

In order to successfully implement Community Policing this philosophy must permeate the entire department. It must be understood, and accepted, by every police officer and deputy sheriff, not just those in command.

This philosophy must be emphasized in the recruitment and selection of candidates for law enforcement positions, in the Basic Law Enforcement Academy curriculum, and in an effective Field Training Officer Program, and in on-going training. It must be reflected in every action taken, and in every function performed, by a law enforcement agency.

This philosophical commitment to Community Policing is demonstrated not so much by programs as it is by the policies and practices that support those programs. Policies and practices that are designed and employed to accomplish each of the following:

- 1. To organize community-based crime prevention;***
- 2. To reorient patrol activities to emphasize service;***

³ Washington State Criminal Justice Training Commission, Community Policing: A Position Paper, (Olympia, WA), September 1, 1989. Pp. 1 - 2

3. *To increase accountability to local communities;*
4. *To improve communication with the community; and*
5. *To decentralize the police command structure.*

Community Policing is not a “fad” or a “new” idea. It is an attempt to return to what had been the finest in traditional law enforcement in the United States. Much of Community Policing recalls the officer “on the beat: with that officer’s inherent knowledge of, and integration with, the community.

Community Policing is appropriate to all law enforcement agencies. Smaller agencies currently employ Community Policing. Although in some instances this may be by circumstances rather than design, it remains true that the philosophical and practical considerations are often manifested in small town policing.

The adoption and implementation of Community Policing is, by necessity, a slow and deliberate process. It requires much careful planning and an acute awareness of the sensitivities of the people concerned. Many officers will have to totally change their perceptions of what they do and how they do it. Supervisors will have to accept more responsibilities, but will have less authority. Success will be measured by community satisfaction rather than by department statistics.

Training packages will have to be developed with curriculum designed to support Community Policing and the programs with which it is associated. This training will have to be delivered in a manner that targets entire departments rather than selected segments. This is best accomplished through satellite or on-site training rather than at an academy setting.

The methods and tactics that are currently being used to combat crime are clearly not working. There will never be enough resources to adequately respond to crime in this manner. Community Policing, policing that focuses upon prevention of crime is the only strategy that has proven successful in the era of static, and dwindling, resources. Furthermore, Community Policing is probably the most effective way of fighting our two most pressing crime problems, drug abuse and gang violence.”

The Community Policing Consortium defines Community Policing as:⁴

⁴ Community Policing Consortium, “About Community Policing,” (Internet Site: Washington, D.C.): 5/16/99, pp. 1-5.

Partnership

Effective community policing has a positive impact on reducing neighborhood crime, helping to reduce the fear of crime and enhancing the quality of life in the community. It accomplishes these things by combining the efforts and resources of the police, local government and community members. [By doing so, COP achieves a synergistic effect.]

Community Oriented Policing and Problem Solving (COPPS) is not just a typical program in a box – it involves a fundamental change of organizational philosophy, a new way of doing business. COPPS is designed to push decision-making down to the lowest level possible in a policing organization; it stresses building partnerships to resolve policing issues at their root cause and involves a customer service attitude where ownership by all staff members is stressed. In order to communicate the objectives, expectations and plan for the department to follow for the next half-decade a strategic plan is very important from an operational, budgetary and political perspective.



Sequim Police Department

Vision

We are evolving to meet the changing needs of our community, while maintaining our commitment to excellence in the highest traditions of police service.

Mission

We are committed to protecting and partnering with the public, and reducing the fear and incidence of crime.

Guiding Principles

We are Dedicated.

To do the right thing, for the right reasons.

We have Integrity.

We are bound by the highest standards of accountability and ethical conduct.

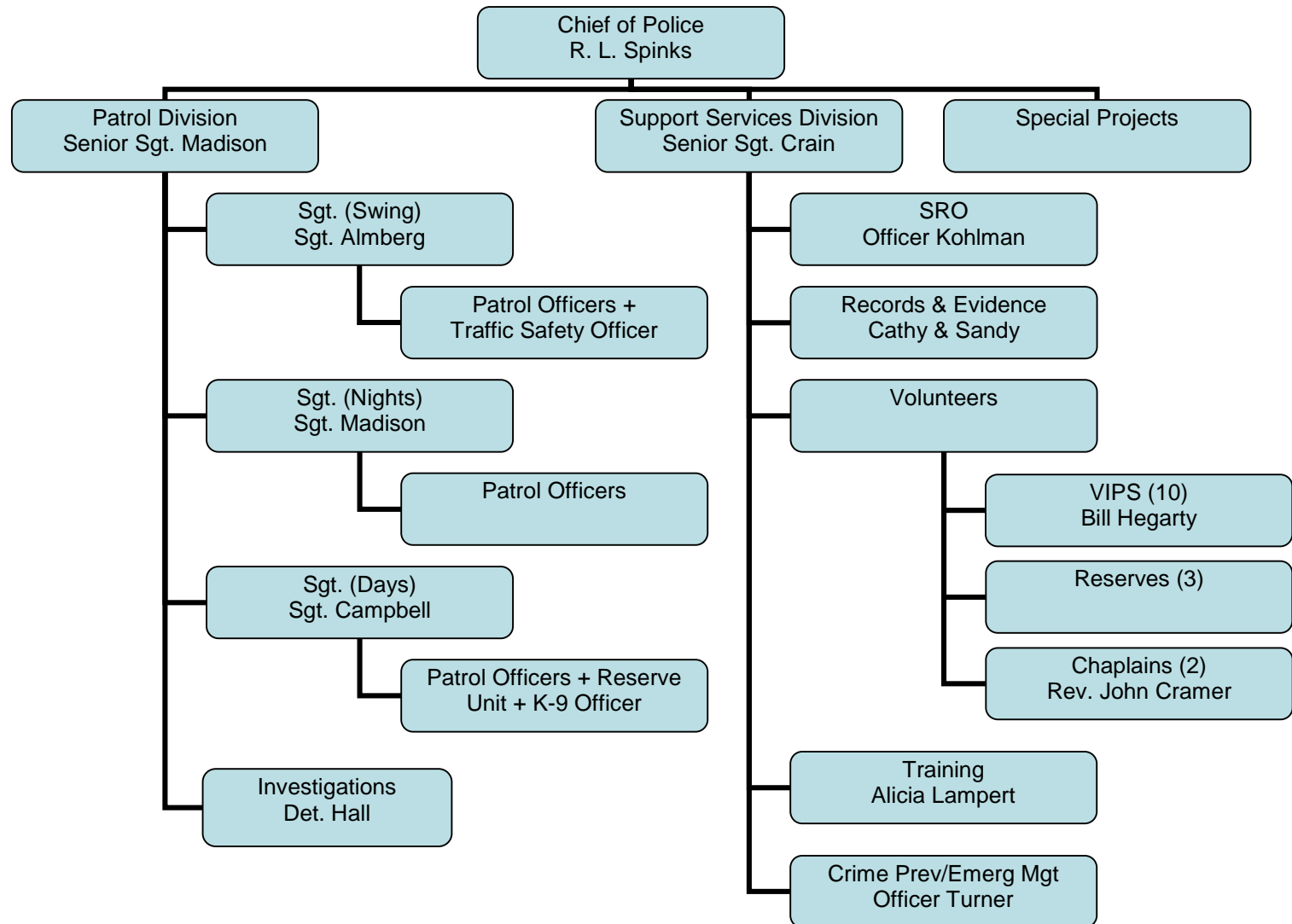
We are Professional.

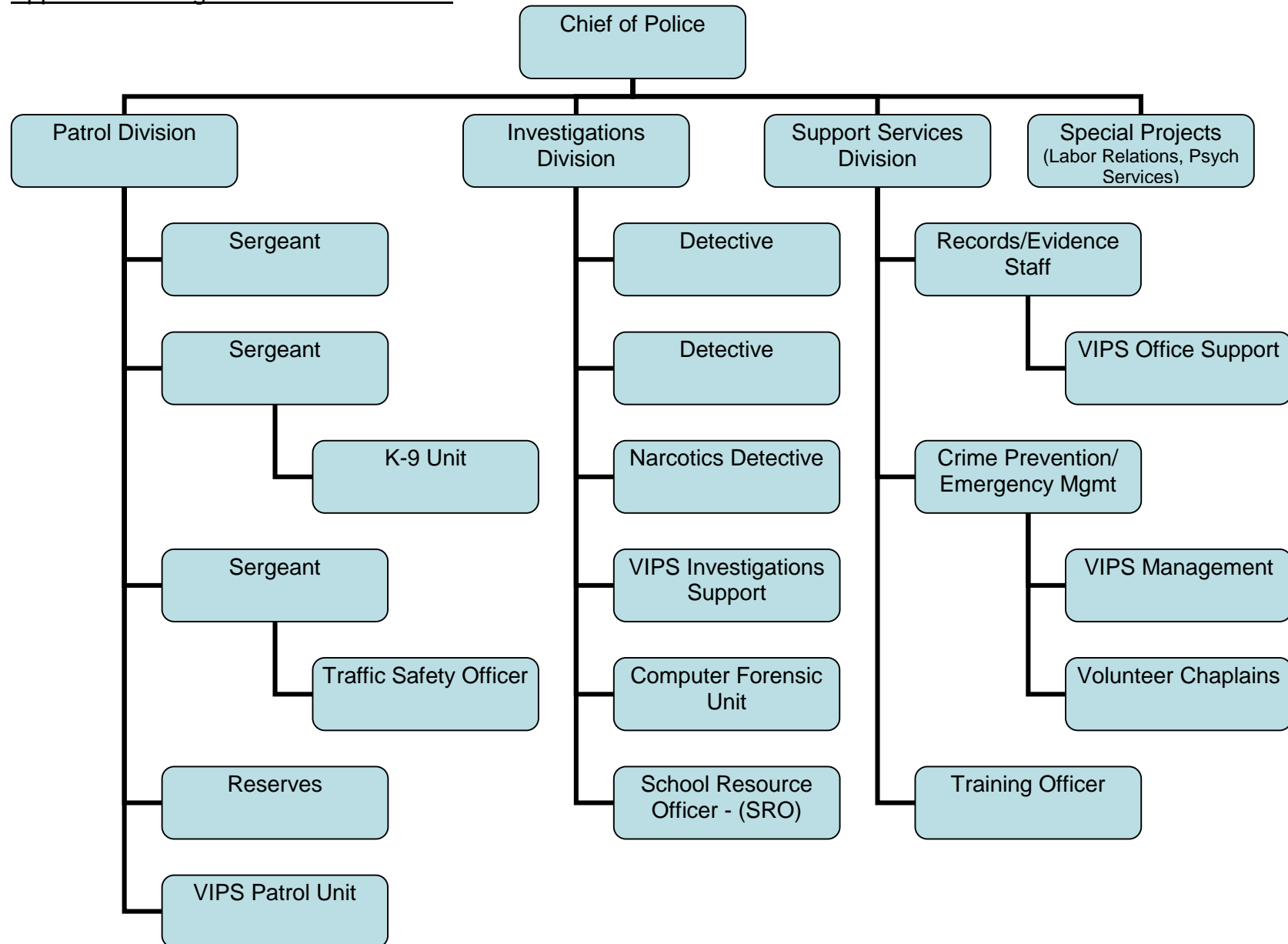
We are well trained, competent employees and volunteers who demonstrate the highest level of performance and teamwork.

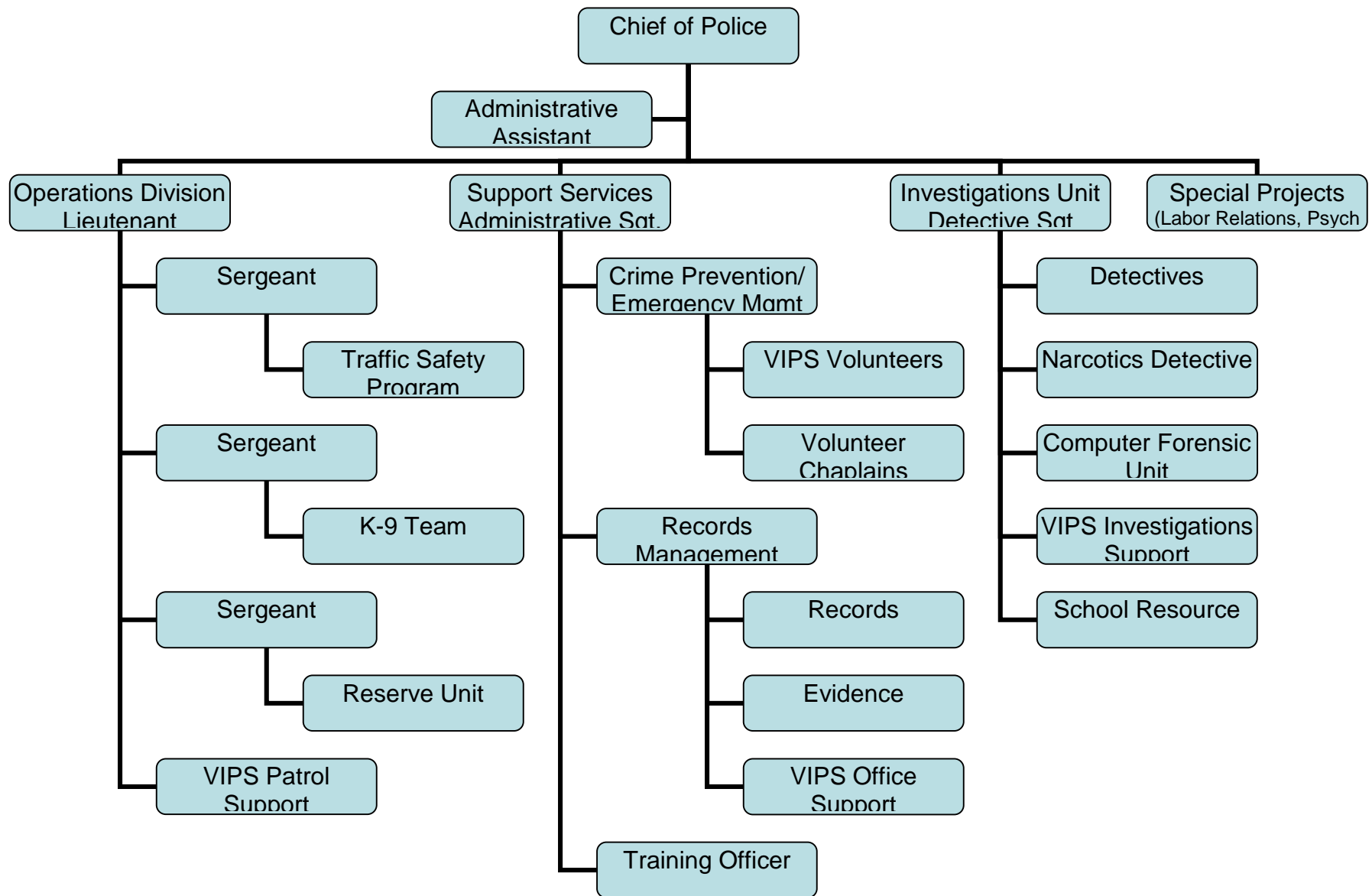
We are Fair.

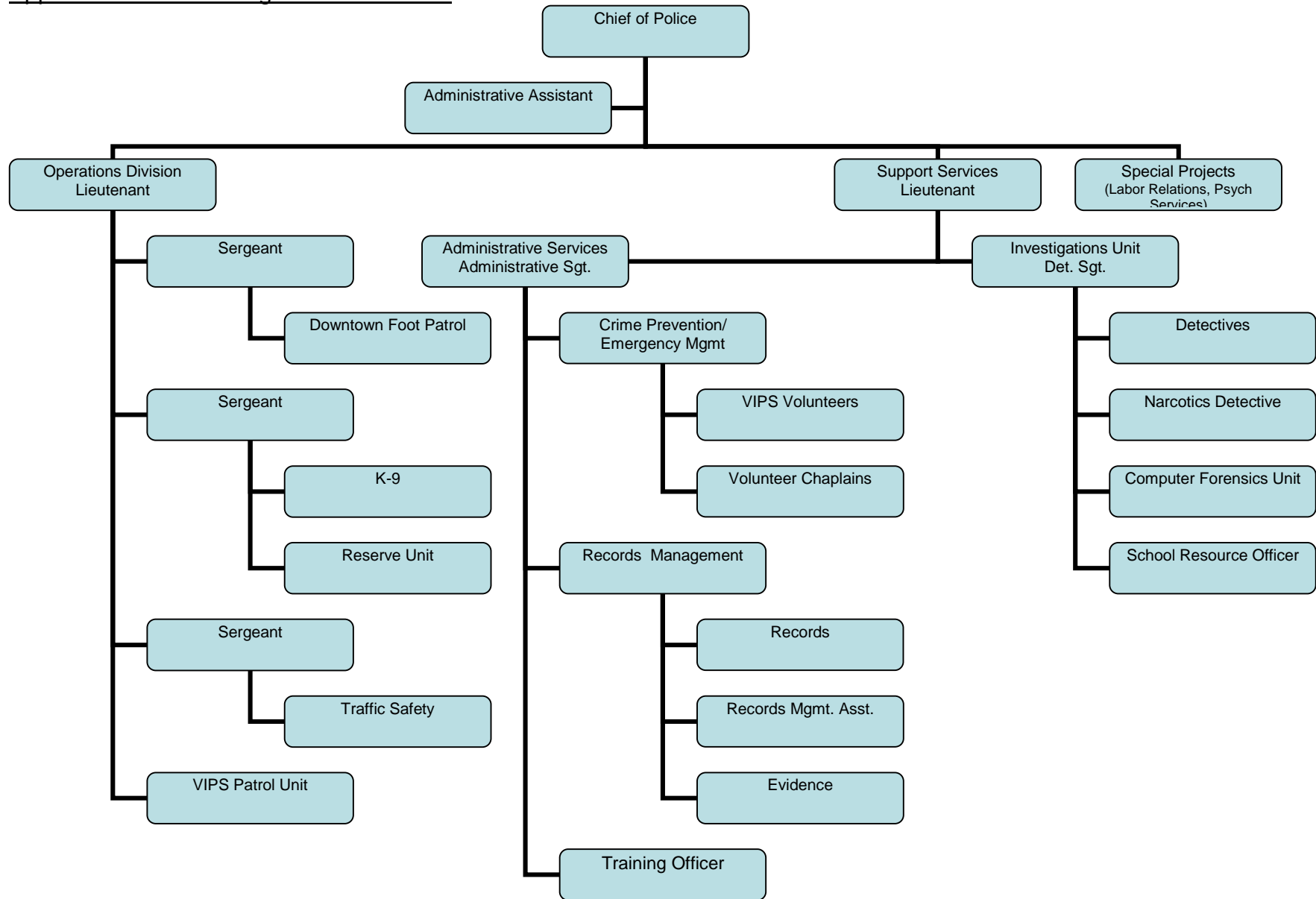
We treat members of our Department and community equitably, and are consistent in protecting the constitutional rights of all.

Appendix C -
Organizational
Chart 2006



Appendix C – Organizational Chart 2007

Appendix C – 2008 Organizational Chart

Appendix C – 2009+ Organizational Chart

Appendix D – Initial Policing Planning Memo of 04/20/06



SEQUIM POLICE DEPARTMENT INTEROFFICE MEMORANDUM

As I continue to digest policing operations here in Sequim, I have had a little time to begin to develop a road map for taking the agency ahead over the next six months. Ultimately, we will be working on developing a strategic plan that will guide the agency forward from say August 2005 through Fiscal Year 2011. We've already started referring to this plan as the ***"2011 Policing Plan."***

The initial steps I will follow to prepare for the 2011 Plan and for the Department to achieve over the next half-year include:

1. **Developing a Scope of Work for our 2011 Loaned Executives to follow.**
 - a. Publishing the 2004 Police Department Annual Report (this is listed here because it is a critical piece of information for the 2011 Plan Loaned Executives to have in hand.
 - b. Developing a scope of work for our 'volunteer' 2011 loaned executives and creating the planning team.
2. **Implementing both a police employee survey as well as a community perception of crime and policing expectation survey.** The survey instruments we will be using come from the International Association of Chiefs of Police (IACP).
 - a. The community survey has been created and is currently posted on our web site. The feedback we receive will be helpful in crafting our 2011 Policing Plan.
3. **Immediately look at a couple key risk management topics to include:**
 - a. Training. I have asked the Law Enforcement Television Network (LETN) to provide detailed information on their updated training program, which now combines pre/post testing of police staff as well as development of training transcripts. This may help

TO: CITY MANAGER BILL ELLIOTT
FROM: CHIEF OF POLICE ROBERT SPINKS
SUBJECT: INITIAL POLICE PLANNING
DATE: 04/20/2006
CC: STAFF

us deal with some of the reoccurring training needs and documentation – I'll fund this using a combination of drug seizure money and currently budgeted training funds. LETN will be one leg of a set of four that we will rest our training chair on.

- i. Move our firearms training to the Fort Discovery training center and establishing a firm quarterly training schedule.
 - ii. Develop a list of core training needs that meet risk management and AWC expectations.
 - iii. Identify key department needs and selected self motivated in-house staff to develop as local trainers.
- b. Policy and Procedure issues. I'm investigating the services of Gordon Graham, (legal advisor to the California Highway Patrol), who has a private firm that reviews, monitors and updates police department procedure manuals to ensure current legal compliance. In the mean time, part of the 2011 Policing Plan will look at our existing policies and procedures and compare them to accreditation requirements and model policies from law enforcement professional organizations.
 - c. Apply to WASPC to begin the self-assessment phase of Law Enforcement Accreditation (a process that AWC supports and I believe still underwrites the fees for accreditation). I would estimate that this would be a three to five year project, but certainly a worthwhile exercise in addressing risk management issues.
 - d. Codify our Problem Oriented Policing (POP) process. Current projects involve Alder and Spruce Streets;

Transit Center; Skate Park; and Junk Vehicles. While we advertise on our web site that we are involved in POP, we have no structure or guidance currently established to guide our operation.

- e. Evaluate using KnowledgePoint's software performance appraisal product to enhance the scope of our evaluation process and to computerize supervisory note tracking. While this could also involve a city-wide conversion to using this product, the police department needs a centralized, electronically based product that will allow us to share our supervisory notes among the management team to better track, correct, guide, and provide documentable feedback to our employees.
- f. Use the current seized drug funds for the following allocations, which I have discussed with you, (which would then come back to the City Council in the form of a budget amendment later this year):
 - i. Upgrade of the forensic computer with updated software/hardware - \$1,400.
 - ii. Training tuition for a Fingerprint Technician course - \$700.
 - iii. Tactical Entry Vests @ \$1,200 each - \$6,000.
 - iv. Negotiation phone (\$8,500) \$2,000 for first year of a lease-purchase agreement. Before proceeding with this project I'll meet with you to discuss it further and determine if a lease-purchase agreement is the correct course to follow.

4. We are deficient in our ability to provide basic community outreach materials and we are looking at some back needs that include:

- a. Crime prevention brochures.
- b. Citizen Comment Forms.
- c. The R-U-OK Software Program. An approximately \$7,000 software system including hardware that would provide daily phone checks from the police department with the elderly and other citizens who may have some type of health, age or other risk factor.
- d. Crime Prevention Fair or Open House. This would be a significant project to undertake later this year or plan

for a debut in 2006. We have the options of tying our open house activities (which are a Council goal) with a couple of national programs that include:

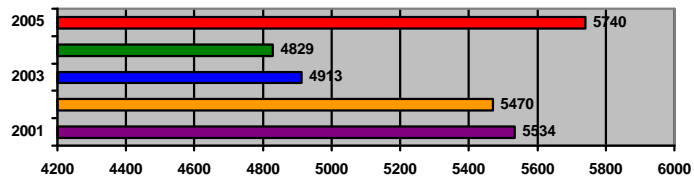
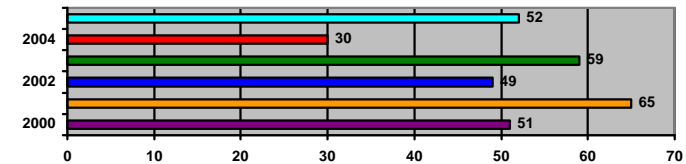
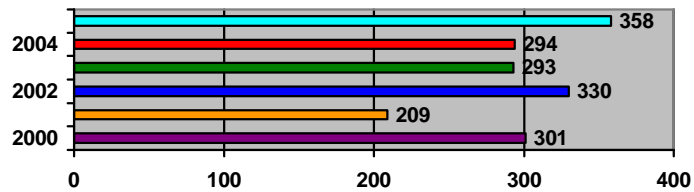
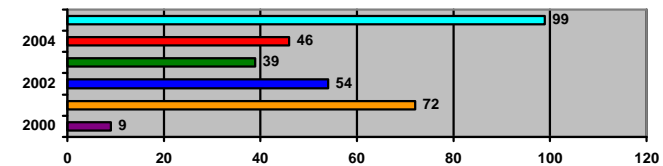
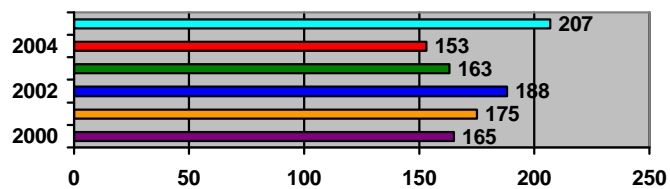
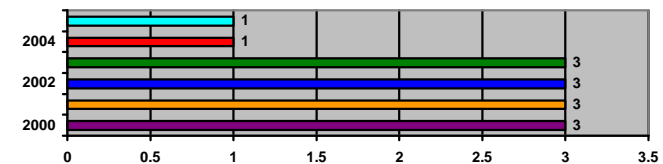
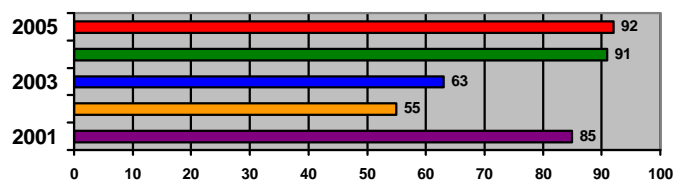
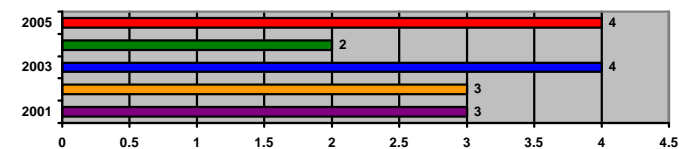
- i. National Law Enforcement Appreciation Week in May.
- ii. National Night Out, which is celebrated each August.
- iii. National Crime Prevention Month is in October.

5. Internal Departmental upgrades.

- a. Posting our crime trends and collision data on 'pin maps', so we can better direct our patrols and enforcement activities (we want to police smarter), as well as to use these boards for neighborhood and community meetings.
- b. Creation of an internal monthly newsletter at the police department to document policy, direction, training, operational highlights, and to acknowledge superior performance by employees.

6. Pre-Plan needs for a new police facility.

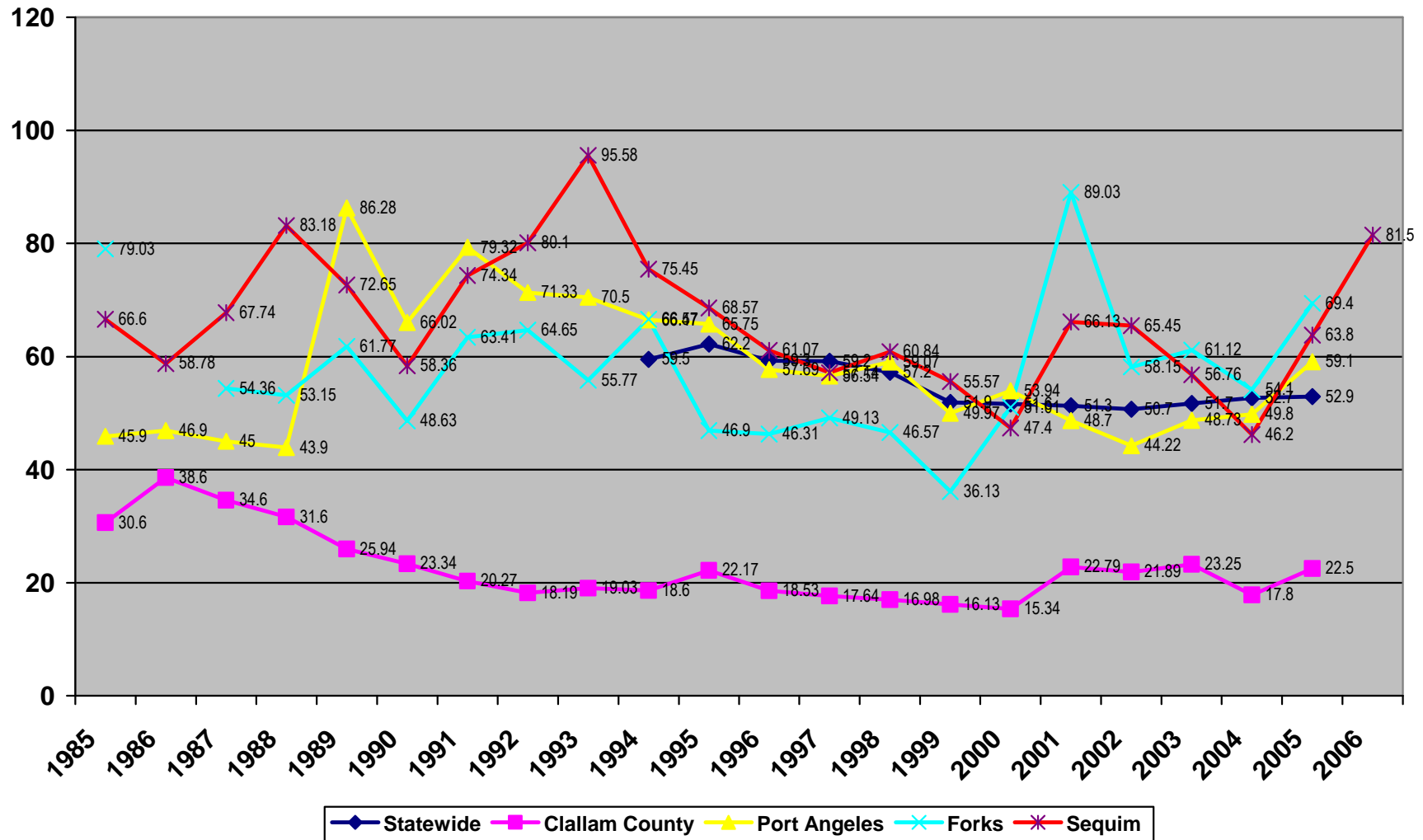
I would wait before progressing much further with any major course corrections or future programming until we can develop our 2011 Plan and see what the outside executives, community and staff bubble up. **I believe that even the suggested processes and projects is a full management plate for the next 6 months,** but I believe that many of these steps can be achieved or at least put into motion with some elbow grease and team play here at the police department.

APPENDIX E - CRIME TREND CHARTS**Incidents 2001 to 2005****Burglary 2000 to 2005****Theft 2000 to 2005****Vehicle Prowls 2000 to 2005****Disturbances 2000 to 2005****Robbery 2000 to 2005****Assaults 2001 to 2005****Rape 2001 to 2005**

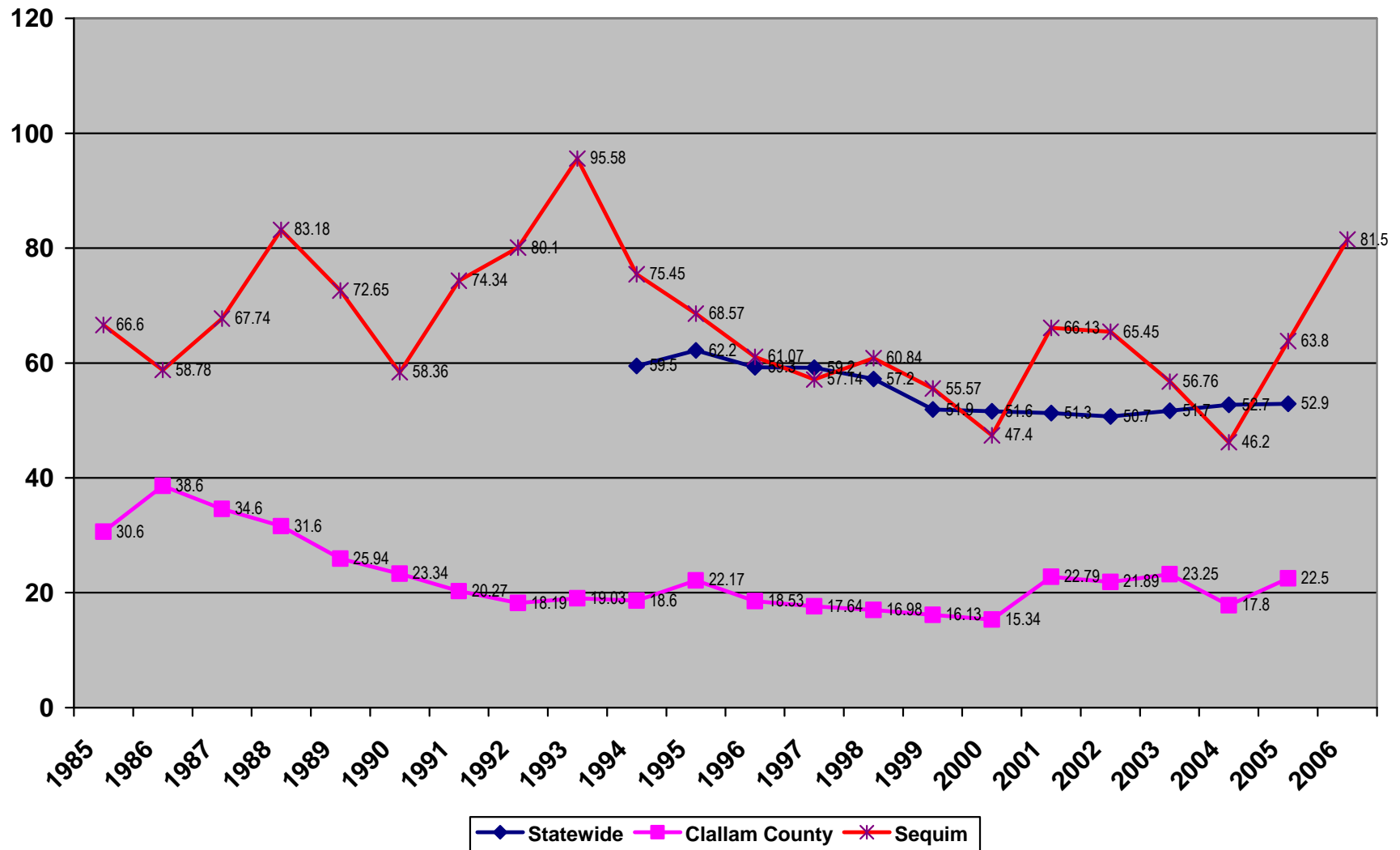
APPENDIX F – 20 YEAR CRIME TREND CHARTS COMPARING CLALLAM COUNTY LAW ENFORCEMENT AGENCIES

Note: Tribal Law Enforcement Agencies are not included because they did not report statistics to WASPC.

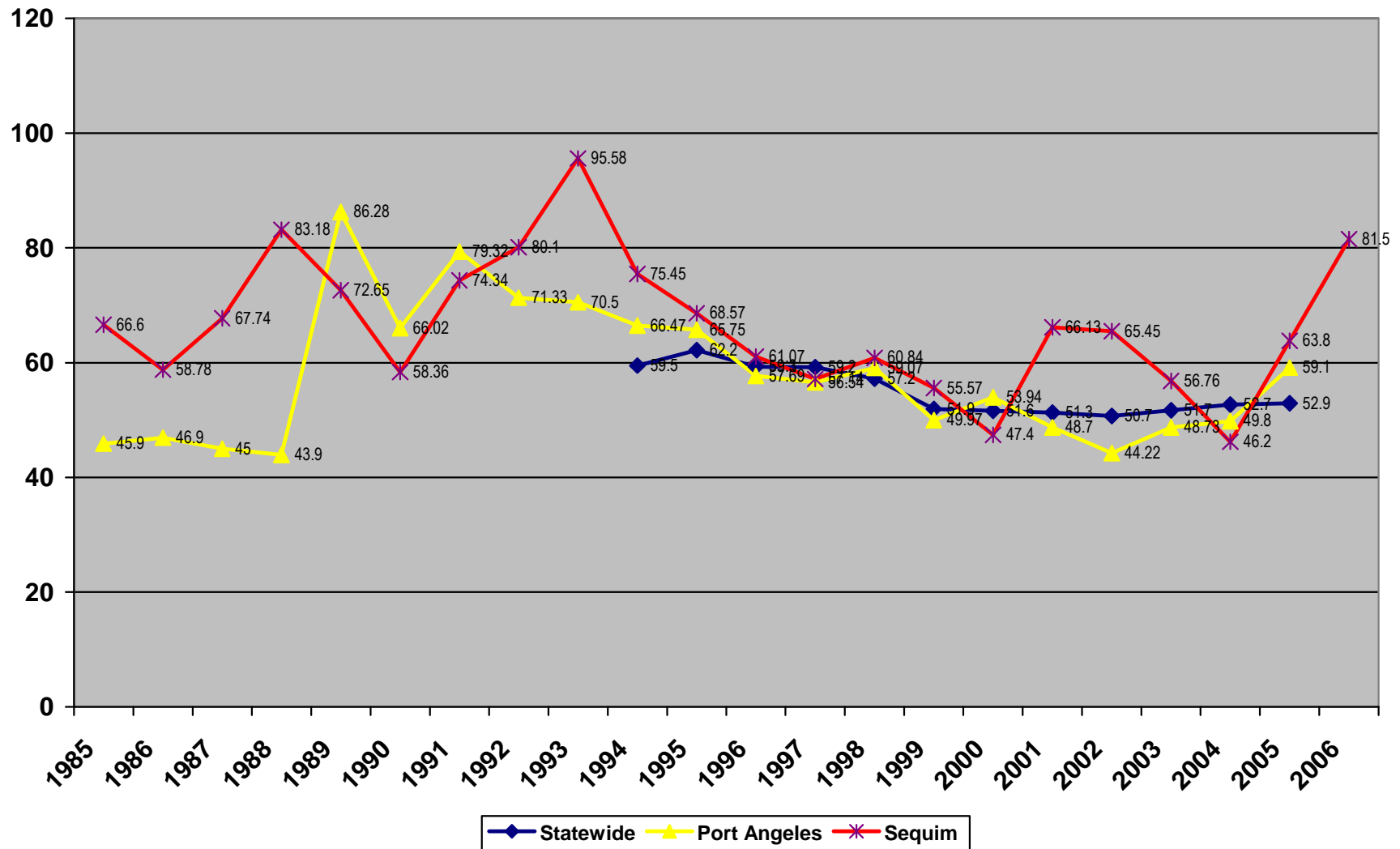
Clallam County Crime Rate Per 1,000 Population 1985 to 2006



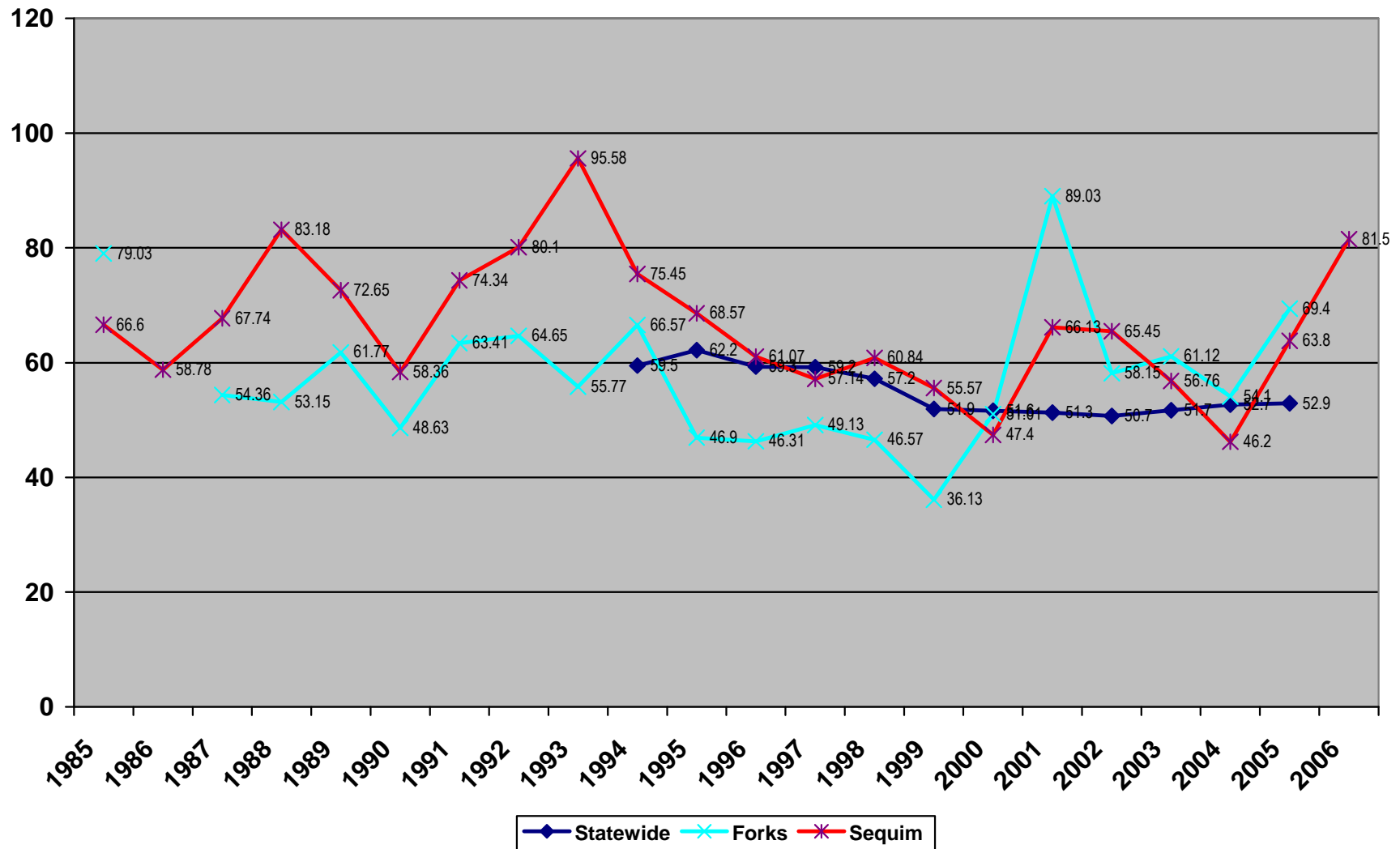
Sequim & Clallam County Crime Rate Per 1,000 Population 1985 to 2006

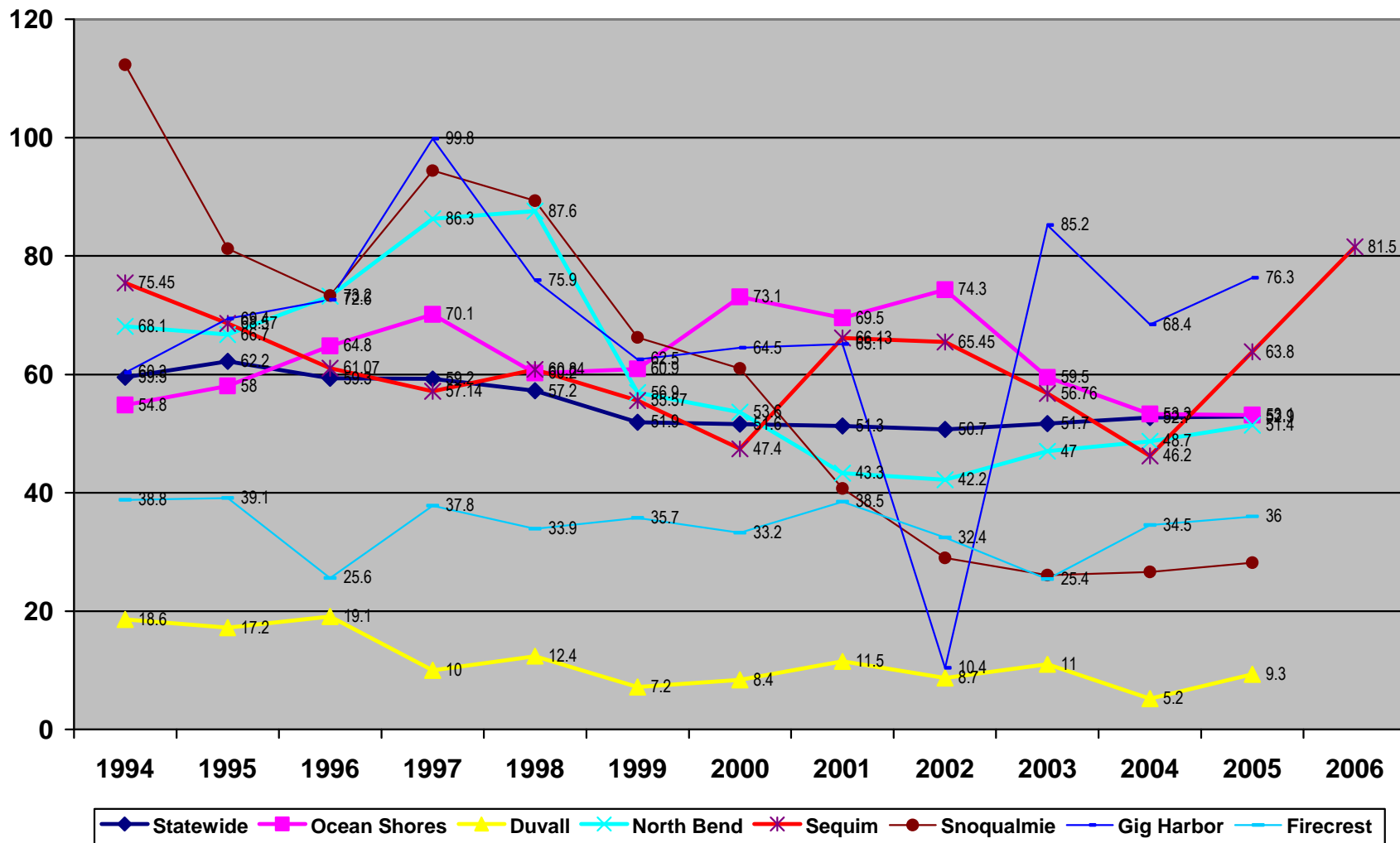


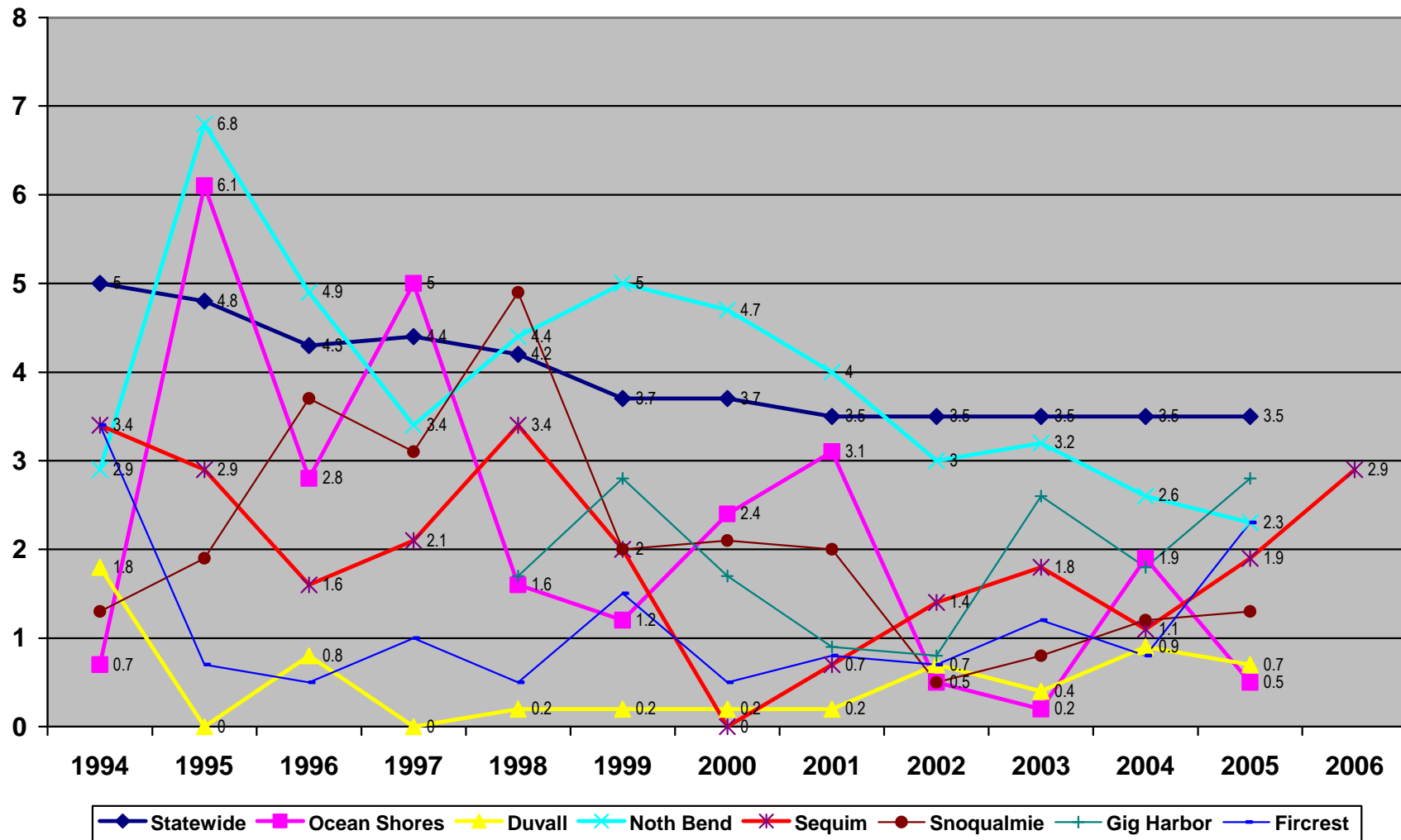
Sequim & Port Angeles Crime Rate Per 1,000 Population 1985 to 2006



Sequim & Forks Crime Rate Per 1,000 Population 1985 to 2006

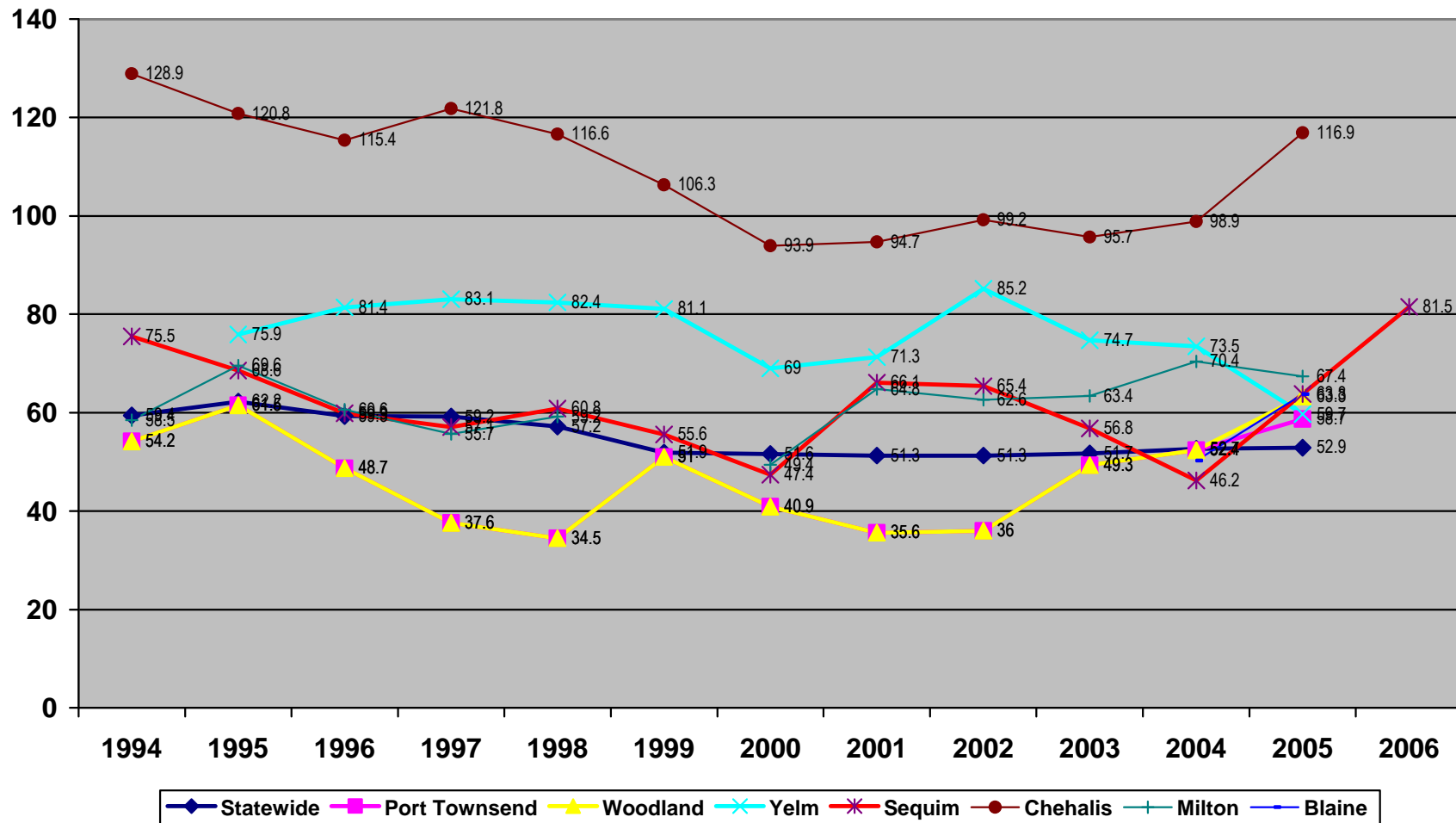


GENERAL CRIME RATE: SEQUIM VS COMPARABLE CITIES (POPULATION)***Sequim vs Comparable Cities (Population) - Crime Rate Per 1,000 Population 1994 to 2006***

VIOLENT CRIME RATE: SEQUIM VS COMPARABLE CITIES (POPULATION)*Sequim vs Comparable Cities (Population) - Violent Crime Rate Per 1,000 Population 1994 to 2006*

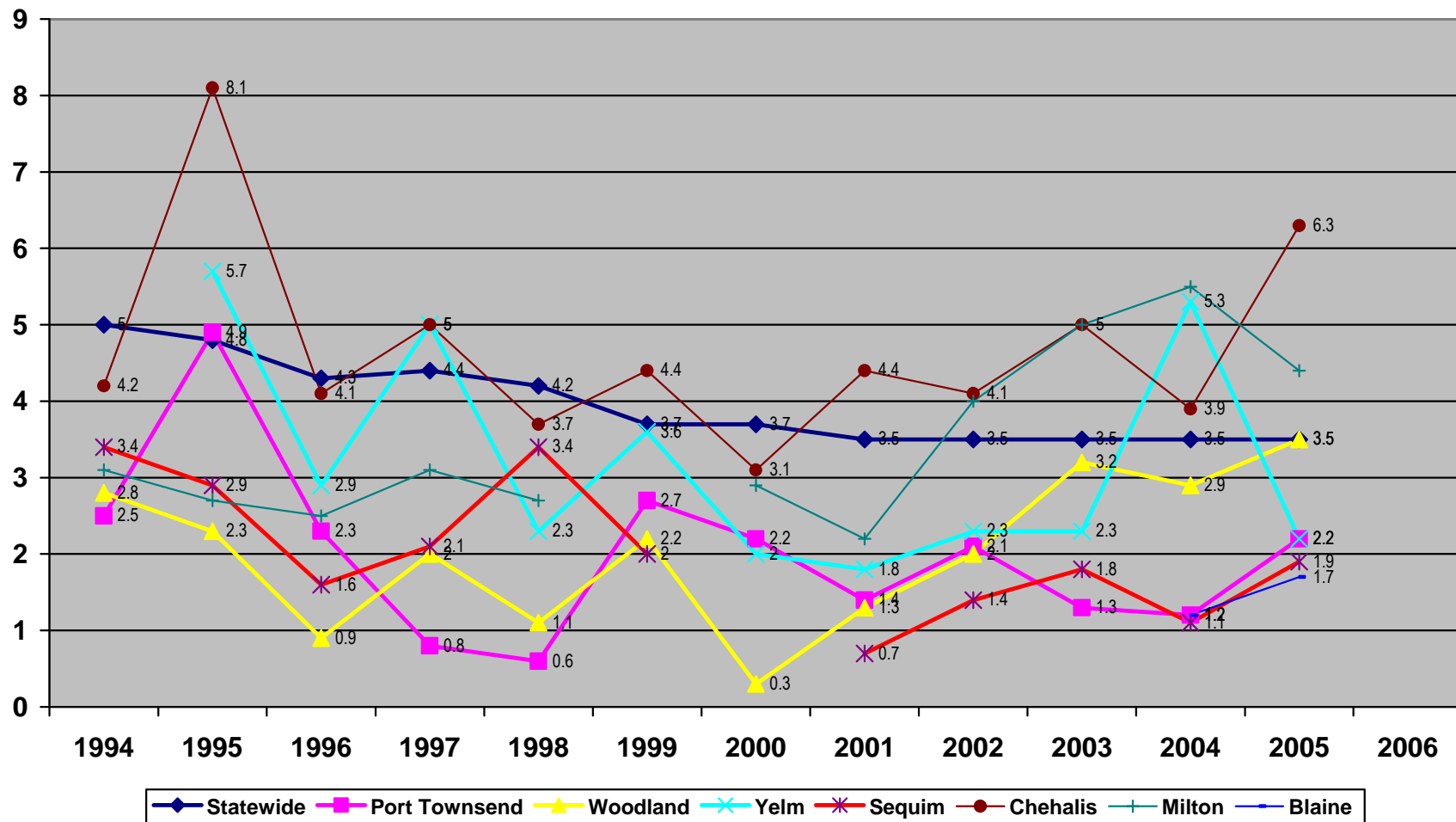
GENERAL CRIME RATE: SEQUIM VS COMPARABLE CITIES (UNION NEGOTIATION COMPARABLES)

Sequim vs. Comparable Cities (Union Negotiation Comparables)
Crime Rate Per 1,000 Population 1994 to 2006



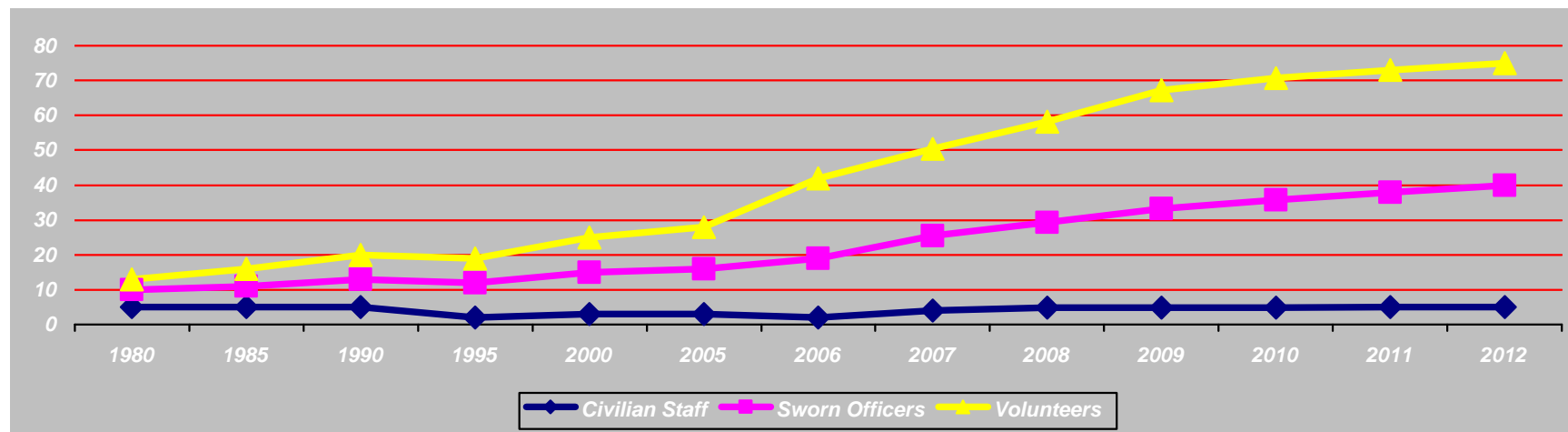
VIOLENT CRIME RATE: SEQUIM VS COMPARABLE CITIES (UNION NEGOTIATION COMPARABLES)

*Sequim vs. Comparable Cities (Union Negotiation Comparables)
Part 1 (Felony) Crime Rate Per 1,000 Population 1994 to 2006*



APPENDIX G - EXISTING (FY 2006) AND PROJECTED STAFF FOR THE SEQUIM POLICE DEPARTMENT

	2005	2006	2007	2008	2009	2010	2011	2012
Chief	1	1	1	1	1	1	1	1
Division Commander	0	0	0	.5	1.5	2	2	2
Sergeant	2	4	4.5	5	5	5	5	5
Patrol Officers	7	7	8	9	10	12	13	14
Downtown Patrol Officer	0	0	0	1	1	1	1	1
School Resource Officer	1	1	1	1	1	1	1	1
Traffic Safety Officer	0	1	1	1	2	2	2	2
Crime Prevention/Emergency Mgt Coordinator	0	.9	.9	1	1	1	1	1
Narcotics Detective	0	0	1	1	1	1	1	1
Detective(s)	1	1	2	2	2	2	2	3
K-9 Team	1	1	1	1	2	2	3	3
Training Officer	0	0	1	1	1	1	1	1
Records / Clerical	2	2	2.75	2.75	2.75	2.75	2.75	2.75
Front Office College Intern Program				.25	.25	.5	.5	.5
Administrative Secretary	0	0	1	1	1	1	1	1
Evidence Technician	1	0	.25	.25	.25	.25	.25	.25
Volunteer Coordinator	0	0	0	.5	.5	.5	.5	.5
Total	16	18.9	25.4	29.25	33.25	36.75	38.75	40.75



APPENDIX I – POLICE STAFFING FORMULAS

Future staffing projections typically are broken out in 5-year increments, projecting 20 years out. In earlier years, police staff projections were tied to population statistics, and it was assumed that as the population increased, staffing would as well. However, each community is faced with its own unique combination of situations and circumstances which make basing police staffing solely on population counts, a less than scientific method. Police departments often require additional specialized staff to handle programs specific to the needs of their community.

Sequim has identified several areas of need for specialized staff positions: a School Resource Officer (SRO) in partnership with funding from the School District was recently brought on staff funded by a COPS grant from the federal grant; a Traffic Safety Officer dedicated to consistent traffic enforcement (which will expand into commercial vehicle enforcement) and educational programming; an officer dedicated to liaison with the Olympic Peninsula- Narcotics Enforcement Team (OP-NET); and, a limited commissioned police officer to build and maintain a Code Enforcement Program (a shared position with the public Works Department). The community has demanded these programs, and have needs that reach beyond the response abilities of the department's general patrol force.

• Total Staff Projections Using the Population Method

According to the FBI Uniform Crime Report (UCR) for 2004 (the most recently published report), the national average for police staffing in cities with less than 10,000 population is 4.3 employees per thousand of population. The 2006 estimated **population of 6,110 would equate to having 26.23 police employees**. The current 2006 staffing for the police department (sworn and civilian) is 18.9, which is the equivalent of 2.3 staff per thousand of population.

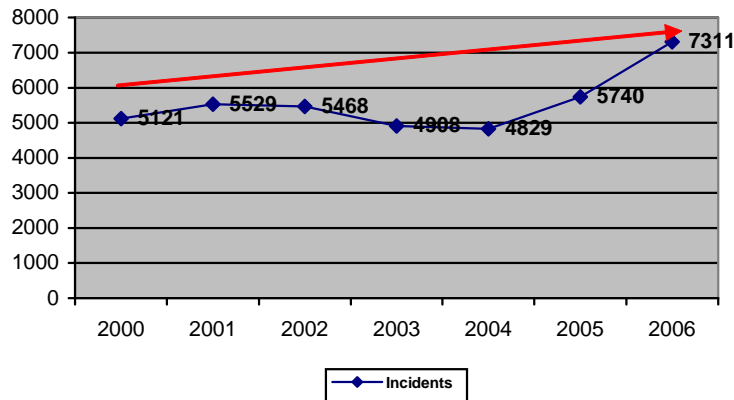
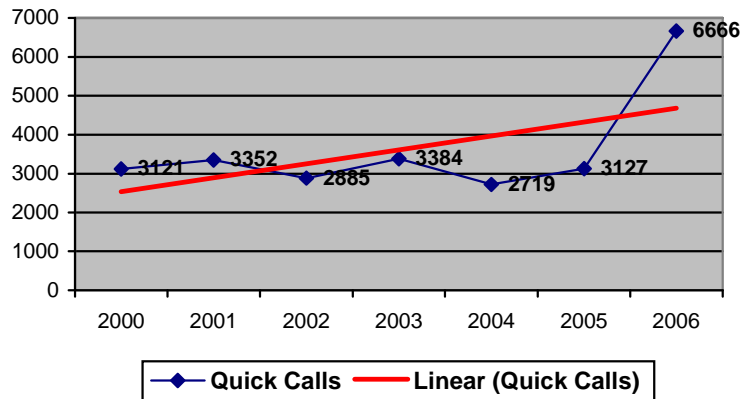
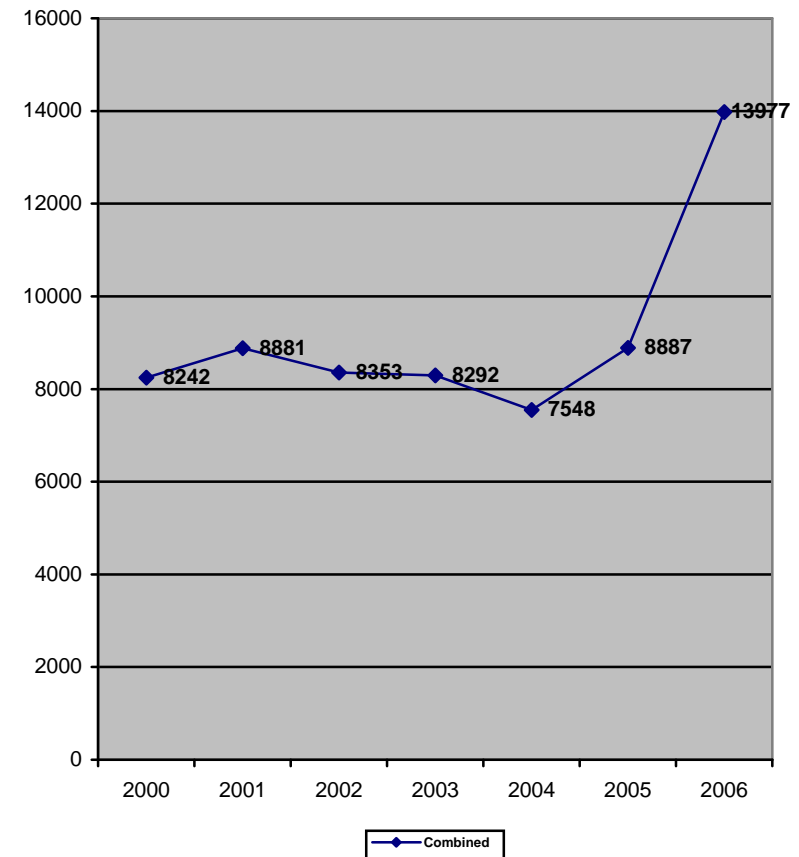
A review of future population projections assuming 3% growth indicates that by the year 2012, the population should increase to approximately 7,293; though estimates have also estimated city population to grow to in excess of 10,000 for this same period. These projections vary because of uncertain build out rates to complete the some 2,500 dwelling units that have already been approved, permitted or which are in various stages of completion. Other factors will also come into place that include; high density housing and large apartment complexes (which are police service intensive), booming construction in adjacent suburban areas, rapid growth in the retail sector bringing regional shoppers, and consistent growth in tourism. Based on past police staffing ratios, future staffing by this method translates into a police staffing range using the population method of **31.39 to 43 police employees by 2012 merely based on population growth**.

• Police Officer Staffing Using the Calls for Service Method

The number of calls for service is perhaps the most accurate measure of demand on the police force since it is tied to projections that are based on actual demands for police services. The national average, according to the International Association of Chiefs of Police (IACP) is 360 calls per officer per year. In 2000, the Sequim Police Department handled and/or responded to 8,312 total incidents (then with a staff of 12 officers), which averages out to 692 calls per sworn officer or over twice the national average. The 2006 estimated total calls handled will rise to over 13,000 total incidents or 873 calls per officer. Using a call load involving just the core report driven, action required law enforcement calls for service of approximately 6,400 incidents anticipated in 2006 would require a minimum of 18 police officers (2 less than have been budgeted for in 2006). Many agencies will have staffing sufficient to handle far fewer than 360 calls per officer in order to support true Community Oriented Policing and Problem Solving (COPPS). **The estimated 2006 total call load of 13,977 would equate to over 38 officers and merely using the calls for service (CFS Incidents) that generated a case report would justify 20 police officers.** A review of calls for service and quick calls combined over the past five (5) years:

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006 est</u>
8312	8881	8353	8292*	8248*	8867	13,977

Officer shortage due to medical leave and retirement. **Note: In all staffing models, the use or non-use of volunteer reserve police officers has no impact on sworn police officer staffing requirements. Supplanting regular officers could trigger an Unfair Labor Practice (ULP). Grant funds, which the city has or is receiving from the State or Federal Departments of Justice (DOJ), would also be threatened by supplanting professional full-time police officers.*

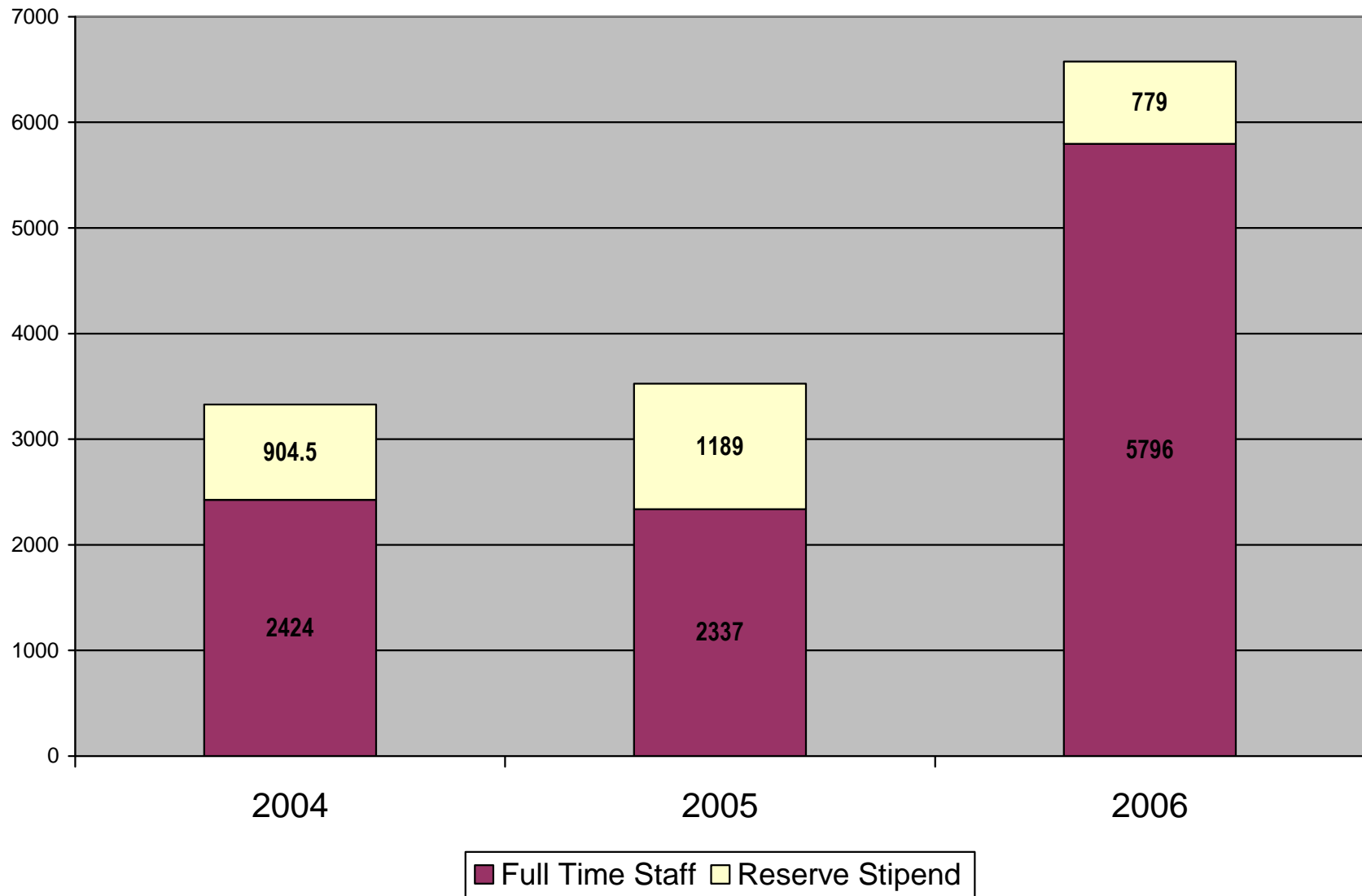
CFS Incidents Handled**Total Quick Calls Handled****Calls for Service + Quick Calls**

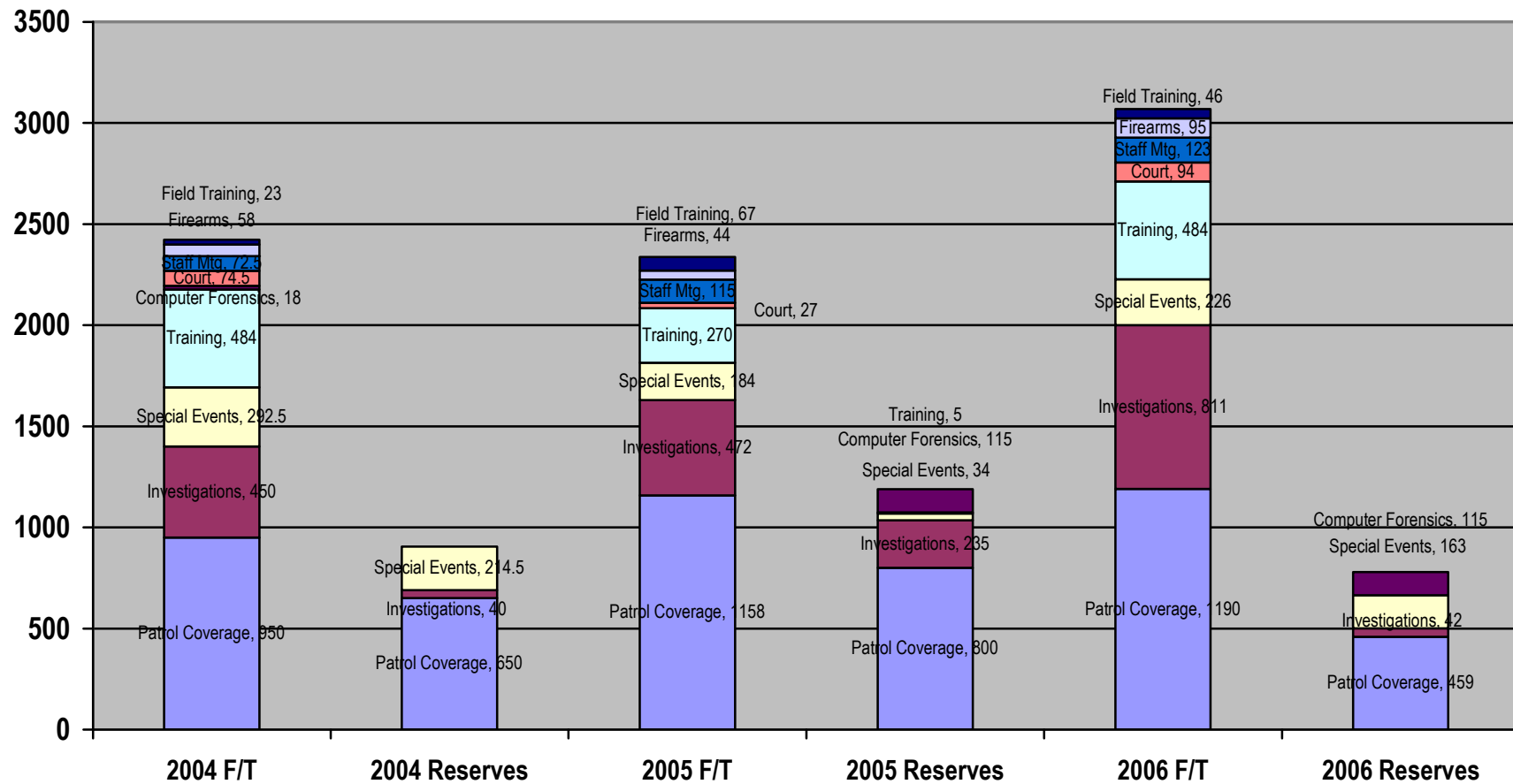
There are other factors at play in Sequim that may warrant additional policing resources and staff:

1. A continued higher per capita average household income and/or asset base to include increased retail business bringing a high number of citizens into the City and utilizing resources.
2. A continued higher per capita average household asset net worth usually involving a retirement population that is more

vulnerable to selected types of crimes.

3. The community's demographic expects a higher level of personalized policing services than other cities of comparable population size. Call responses to all type of issues, many service related; quicker and more thorough investigations are demanded; immediate responses to suspicious activity and potential narcotics issues are expected; crime prevention, emergency management and traffic enforcement routinely are requested.
4. Increased retail business that draws increasing numbers of shoppers into the City that impacts traffic, collisions, thefts, car prowls, and related retail crimes such as fraud, bad checks, and employee theft.
5. The bisecting of the community by a major port of entry highway.
6. A recognized narcotics problem involving neighborhood illegal narcotics dealing, regional narcotics dealing organizations and associated smuggling problems because of the community's location on an international border.
7. An increase in the size of community events requiring additional police services, such as the Irrigation and Lavender Festivals.
8. Political annexation and/or increased development within the community's urban growth area.
9. The community's demand for continued community-based policing as a crime deterrent.
10. An economically and age diverse community with changing societal values (reporting of crime, latchkey juvenile population, single parent and parentless children, at-risk juveniles, domestic violence, drug addiction, etc).
11. Migration into the city and an increase in the service population within the Urban Growth Boundary as well as an explosion in growth in county residents who live immediately near the community, (the use of city services by non-city residents places a demand on policing services). While the city has grown in only single digit increments over the past 10 years, the surrounding county population within easy access to Sequim has grown 100% over the past decade to 20,000 residents.
12. Daily traffic counts at between 12,000 to 16,000 vehicles per day passing through the city (on Washington Street) and in excess of 6,000 vehicle trips passing through on Sequim Avenue.
13. Household construction continues to build out multiple subdivisions and neighborhood developments which offer targets of opportunity for construction site thefts, vandalism and prowling.

Appendix J – Overtime Analysis – Total Police Overtime Hours Worked from all Sources

Appendix J – Overtime Analysis by Type of Activity

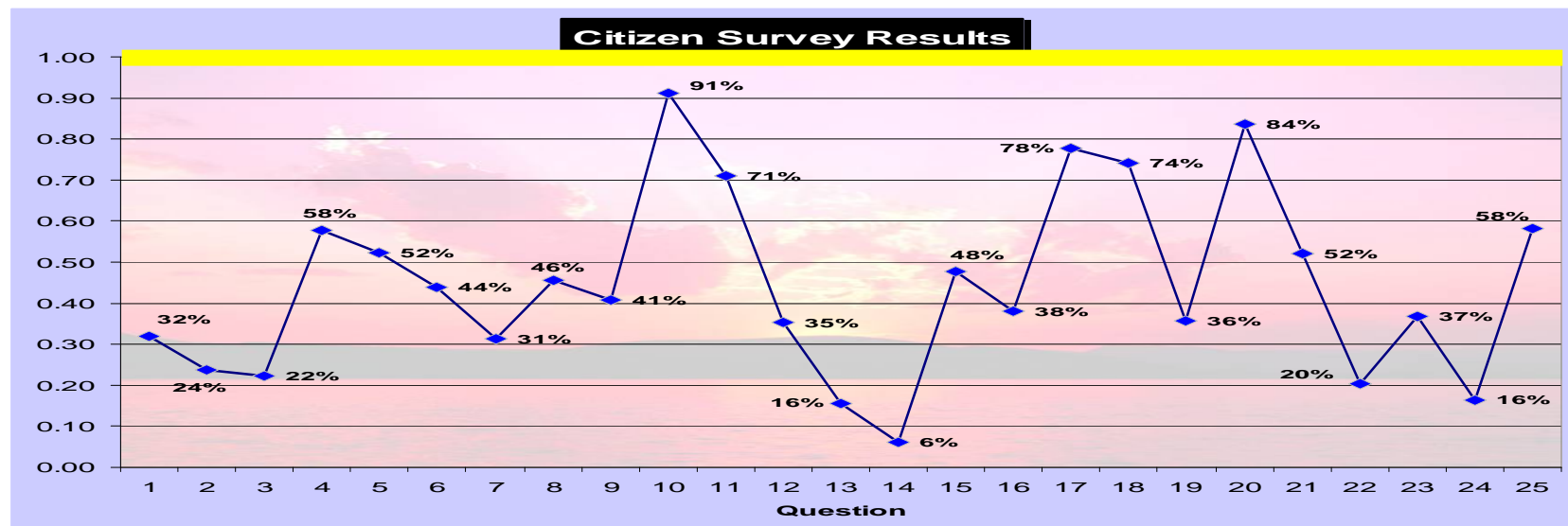
APPENDIX K – RESULTS OF COMMUNITY SURVEY ON CITIZEN PERCEPTIONS OF SEQUIM POLICE DEPARTMENT

CUSTOMER/CONSTITUENT PERSPECTIVE

In November, 2005, approximately 1900 Sequim Police Department Citizen Survey forms were distributed to residents within the City of Sequim via insertion in their utility bills. During December and January, 148 completed forms were returned to the Department, a return rate of 7.8%. As surveys of this type go, this is a very good return rate. Late in January, when it appeared that all the surveys that would be returned were in, Volunteers Dick Halsaver and Fred Wood conducted a statistical and an analytical review of the returns. It is important to note that these two reviews were conducted separately and independently of each other. Never-the-less, without collusion, the two reviews used nearly identical statistical approaches, and the analytical reviews were also nearly identical.

There were 25 questions on the survey, which makes it rather lengthy and time consuming on the citizen's part to respond. Therefore, the relatively high response rate means that a significant number of citizens thought it important to contribute their opinions. The questions were sorted into categories, and answers compiled in each category. This approach helps to simplify the overview of the survey, as well as smooth out any excursions of the data that might lead to confusion.

On the surface, the statistical compilation is unremarkable. Although there are many "yes" answers to the survey, there also many "no" and "I don't know" answers. By itself, this would make one believe that SPD is only partly completing its mission of serving the community. This is not a correct assumption, however, which will be illustrated in the analytical review. One area of particular note in the statistical summary is the marked improvement of the image and perception of SPD over the performance and Interface of SPD. The responses to the former types of questions are far more positive than the responses to the latter. **SPD is perceived to be an effective contribution to the City of Sequim.** Responders are, apparently, less able to quantify that perception.



Analytical Review:

It is first necessary to understand the demographics of the people that responded to the survey. These are citizens of Sequim (not residents outside of Sequim), and not visitors, tourists, shoppers from other locales, etc. The citizenry of Sequim tend to be older, a greater percentage being retired than in more typical communities, and more likely to be concerned with their own safety and security. As a result, they have less need for interface with SPD (because they don't usually witness or experience a crime), and only a passing acquaintance with SPD operations. They are also less likely to have any recent experiences in other communities and/or larger cities to compare to Sequim. Furthermore, the newspaper of choice in Sequim is the Peninsula Daily News (6 days a week), much more so than the Sequim Gazette (once per week). The news they receive on a daily basis will have less SPD content. Other news outlets are television and Internet which will have negligible Sequim content. Looking at each of the categories in depth gives a somewhat different impression of the results than might be acquired from the statistical review. Examining each one individually:

- ❑ **Community Interface** - This category gets relatively low marks. It would tell us that the community, in general, doesn't know SPD very well, although the fact that 24% of the respondents said they knew at least two officers is outstanding. Furthermore, some of the "don't know" answers can be added to the "no" answers, depending on the question. For example, the question that states, "I know how to communicate my concerns to, and interact with, the Police Department" garnered 43 "no" answers and 21 "don't know" answers. These two answers can be combined into 64 "no" answers. The results may also be skewed somewhat by the positive answers to the question cited above. It is likely that some respondents may have answered "yes" merely because they knew they could call 911. More could probably be done in this area; more interaction between SPD members and citizens. However, this category has a positive side; citizens apparently feel they do not need interface with the Police Department as their lives and living are quite free of crime. If the citizens were not content, there would be much more contact.
- ❑ **Image of SPD** - This is one of the highest positive categories. Citizens either had a positive attitude toward the Police Department, or they didn't know. The "no" responses were negligible. A "don't know" response is not a negative, but an admission that they do not have sufficient knowledge to answer the question positively, and these admissions were significantly outweighed by the "yes" responses.
- ❑ **Performance of SPD** - The results of this category are not nearly as negative as the statistics would indicate. The most common "don't know" answers were in areas dealing with police response to crime; they haven't seen or experienced the crime, and therefore haven't seen the response. "No" answers were exceptionally low to these questions. The questions that garnered the most "no" responses were those two that concerned having seen police presence in their neighborhoods. Obviously, if the citizen is not looking out the window or in his yard at the time a patrol goes by, there is no notice. If there was a problem in the neighborhood that was being responded to, the citizen would be much more likely to notice the presence. The conclusion has to be that the neighborhoods are quiet, and the bulk of traffic stops take place in commercial or school zones. Although the statistics do not indicate it, the analytical conclusion for this category is a clear positive.
- ❑ **Perception of SPD** - This category exhibits the highest rate of "yes" responses (66%) and one of the two lowest "no" responses (along with Image) This category speaks very well of the SPD. The number of "no" responses to the issue of safety at night in their neighborhood or in Sequim probably have more to do with the age, and therefore feelings of vulnerability, of the citizens than to any actual experiences or problems. The two questions that garnered the large numbers of "don't know" responses dealt with the subjects of return on taxpayer's

investment and adequate staffing. Unless citizens took an active interest in these subjects, which most citizens won't unless they perceive a problem, then they are unlikely to know anything about these subjects. Obviously, in their eyes, there is no problem or they would have said "no". **This is a category that SPD can and should be very proud of.**

Conclusion - Questions that resulted in the lowest positive answers primarily had to do with communication. That is, providing our citizens with more information so they can make knowledgeable judgments about the Sequim Police Department. A deliberate proactive approach to community policing should result in more positive answers in the future. Clearly, SPD should be proud of the fact they are keeping their citizens safe and secure. The citizens recognize this; they just don't know the details.

STATISTICAL ANALYSIS OF THE SEQUIM POLICE DEPARTMENT CITIZEN SURVEY - 2005 COMMUNITY INTERFACE:

I know, communicate with, interface with, recognize and/or associate with The Sequim Police Department. (9 questions)

<u>Yes</u>	<u>%</u>	<u>No</u>	<u>%</u>	<u>Don't Know</u>	<u>%</u>
513	40%	475	37%	309	24% (41)

Image of SPD:

My impressions of the professionalism, integrity and competency of the Sequim Police Department are positive. (3 questions)

<u>Yes</u>	<u>%</u>	<u>No</u>	<u>%</u>	<u>Don't Know</u>	<u>%</u>
250	59%	6	1%	169	40% (18)

Performance of SPD:

My impression is that the Sequim Police Department is effective in preventing crime, solving crime when it occurs, and generally responding to crime prevention and traffic safety concerns. (8 Questions)

<u>Yes</u>	<u>%</u>	<u>No</u>	<u>%</u>	<u>Know</u>	<u>%</u>
423	37%	250	22%	463	41% (48)

Perception of SPD:

I feel safe and secure in my community. (5 questions)

<u>Yes</u>	<u>%</u>	<u>No</u>	<u>%</u>	<u>Don't Know</u>	<u>%</u>
462	66%	63	9%	180	26% (34)

CITIZEN SURVEY ANALYSIS

CATEGORY .	Yes	No	Don't Know	No Answer
COMMUNITY INTERACTIONS				
1. I am familiar with the concept of Community Oriented Policing as it relates to Police-Community interaction	48	67 103	31	5
2. I know the names of at least two officers of the Sequim Police Department.	36	104 112	6	2
3 The Police Department has held community group meetings to discuss local problems	34	17	93 98	5
11. I know how to communicate my concerns to, and interact with, the Police Department.	106	17 43	21	5
14. I have seen a police officer having a friendly conversation with someone from my neighborhood in the last month.	9	124 140	12	4
15. I see officers involved in community events.	70	35 78	37	6
16. I see officers involved in school events.	56	32 92	55	5
20 If asked, I would be willing to help the police prevent or solve local problems.	124	6 10	14	4
22. I am well informed of the police department's programs, projects, activities and services.	30	73	40 45	5
SPD IMAGE				
4. I highly regard the demeanor and professionalism of the Sequim Police Department.	86	5	51 57	6
5. Officers of the Sequim Police Department treat citizens fairly and appropriately.	78	-	66 70	4
25. The Sequim Police Department is competent, reliable, and ethical.	86	1	52 60	[8]
SPD PERFORMANCE				
6. The Sequim Police Department's responsiveness to community policing needs and complaints has been good.	66	8	69 75	6

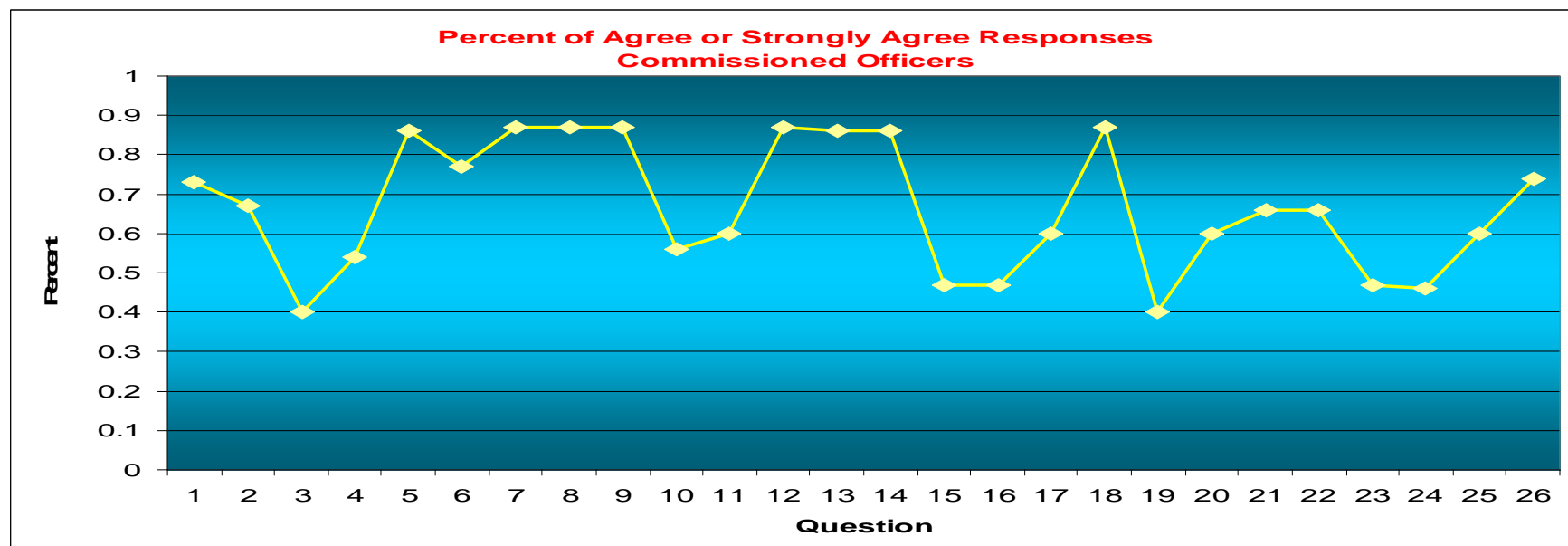
7. The Police Department's responsiveness to drug activity complaints has been good.	46	8	87 94	7
8. The Sequim Police Department's responsiveness to control of traffic concerns has been good.	67	14 21	60	7
9. The Sequim Police Department's crime prevention efforts (Neighborhood Watch, prevention and safety tips, and volunteerism) have been good.	61	9	72 78	6
12. I have seen police presence in my neighborhood in the last week.	52	88 96	5	3
13. I have seen a police officer pull over a motorist in my neighborhood in the past two weeks.	23	116 125	6	3
19. The Sequim Police Department does a good job solving crime.	53	2	85 92	7
23. When called, response time by the police is good.	55	5	79 88	9
PUBLIC PERCEPTIONS				
10. I would describe my sense of safety and security in the community as good.	135	6 13	4	3
17. I feel safe being out in my neighborhood at night.	116	17 33	. 7	9
18. I feel safe being out in Sequim at night.	110	18 38	14	6
21. The community gets a good return on the investment of taxpayer dollars in policing.	77	3	59 67	8
24. The staffing level of the police department is adequate for the crime and police problems the city has.	24	19	96 104	8

APPENDIX L – INTERNAL EMPLOYEE SURVEY RESULTS

Police Department Employees – Police Officers

Without question the single most important asset of any organization is its employees – the officers and staff who perform the work necessary to accomplish the goals and objectives set forth by the department. It is critically important that A+ people be hired, trained, and deployed with high standards and unquestioned integrity. The basic premise that “If you want people to buy into what you are doing, let them help you build it” is singularly important in law enforcement. As the police staff are the people actually doing the work, they, of necessity, become a crucial source of information and ideas – in essence they become subject matter experts in various areas of the department. This employee survey was conducted shortly after the arrival of Chief Spinks in **May 2005 and should be used as a baseline for future surveys.**

In this study a survey instrument provided by the International Association of Chiefs of Police (IACP) was used and distributed to both commissioned and non-commissioned police staff. The survey was designed and focused to the specifics of Sequim. The purpose was to obtain, as anonymously as feasible, true observations the employees have to the department, its direction, and its management. **Approximately two thirds of the department agree or strongly agree with the direction, philosophies, and vision for the organization.**



Questions

1. Morale in the department has been noticeably higher in the past six months, resulting in a better working environment.
2. In our department, assignments and promotions are fair, and are based on knowledge, skills, and abilities.
3. Employee performance is measured accurately, fairly, and used correctly to provide career-advancing opportunity.
4. The process for evaluating and communicating job performance serves our department well.
5. Professional development is deliberately advanced in department functioning, training, and planning.
6. Those eligible for a new position, including promotion, receive training and development fitting for that role.
7. Management provides frequent, current information about present and emerging issues affecting the department.
8. Two-way communication is encouraged, and feedback occurs regularly in department functioning.
9. The department encourages, welcomes, and values employee ideas, suggestions, even criticisms on a range of issues.
10. Internal discipline is consistently and fairly administered, and there are clear guidelines defining its conditions and use.
11. High quality work is the standard of the department, and underperformance is fairly handled as to expected corrective actions.
12. Supervisors do not micromanage the employees, allowing opportunity for personal innovation and contribution.
13. Supervisors have the requisite blend of knowledge, skills, and abilities to do their job and meet employee and citizen needs.
14. Working for this department is a positive experience that allows employees to meet their individual professional goals.
15. Employees know, understand, and can discuss readily the mission, vision, and values of the department.
16. Employees know, understand, and can discuss readily the major goals and objectives of the department.
17. Training for employees is current, timely, regularly scheduled, and appropriate to job needs and professional growth.
18. Employees are kept informed and their input is sought and well considered in organizational decisions.
19. Technology tools are current and their application effective, allowing more time for policing and less time spent inefficiently.
20. Activity levels for the department are too much for current staffing, denying efficient crime detection or deterrence and training.
- 21A. I fully understand the benefits of law enforcement accreditation.
- 21B. I feel that attaining accreditation is a worthwhile long-term goal to enhance department operations.
22. The department is engaged in significant, beneficial levels of pro-active policing and crime prevention activities.
23. Department employees are held to the same level of accountability.
24. Employees understand the evolving direction the department is going and the driving factors.
25. I feel I am a stakeholder in the evolution of the department and fully grasp the benefit and payoff of my involvement.

The answers to the survey are averaged to provide an overview of what the commissioned staff believes the state of the department to be. **Strengths in the department include:**

- Higher morale
- Increased perception of fairness in assignments and promotions
- Professional development
- Management feedback

- Management communication
- Officers are not over-managed
- Supervisors have the requisite training for the job
- Working for the department is a positive experience
- Employees are kept informed
- Employees believe they are stakeholders

Areas of opportunity:

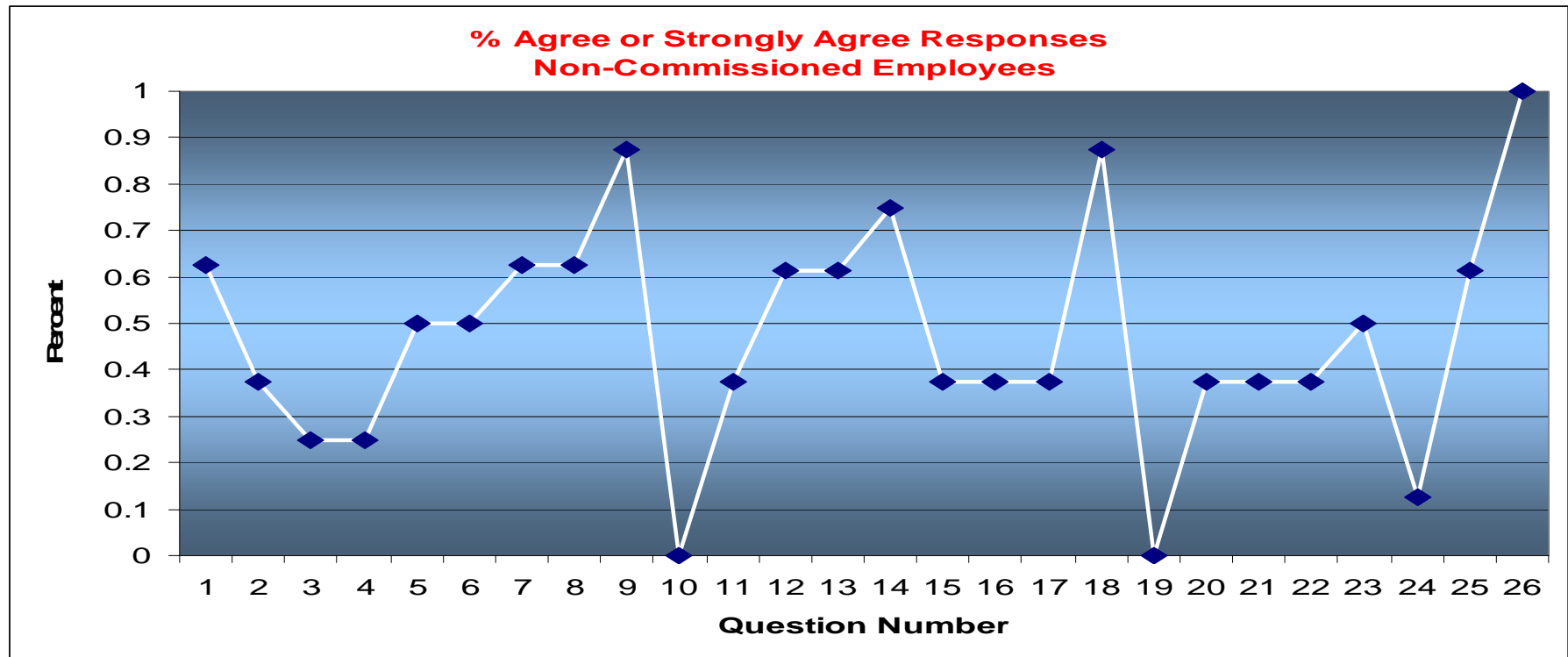
- Employee performance measurement is inconsistent
- Job performance is measured inconsistently
- Internal discipline is inconsistently administered
- High quality work is not the standard in the department
- Employees do not understand the mission, vision, and values of the department
- Employees do not understand the goals and objectives of the department
- Employee training is inconsistent
- Technology is outdated
- The department is not proactive in its strategy
- Department employees are not held to the same level of accountability

Of the answers submitted by the commissioned staff, the overall scoring of all questions is as follows:

- Strongly disagree – 3.07%
- Disagree – 13.55%
- Don't Know – 17.39%
- Agree – 35.81%
- Strongly Agree – 30.18%

Non-Commissioned Police Staff

Less than half the non-commissioned staff agrees or strongly agrees with the direction, philosophies, and vision for the organization. 43% of the remaining respondents don't know where the department is going. There are a number of possible reasons for these responses. These personnel feel external to the mission, they hope to remain untouched by organizational change, or they do not yet understand their role in the future department. Since non-commissioned staff is often the public face of the department and are surely crucial to its success, correcting this is a main priority.



This survey used identical questions as those for the sworn staff.

Strengths:

- Morale in the department is fairly good
- Communication is fairly good
- The department encourages ideas and input
- Supervisors do not over manage staff
- Supervisors are fairly well trained
- Working at the police department is a positive experience
- Employees are kept informed
- Employees understand the direction of the department

- Employees feel they are stakeholders in the department

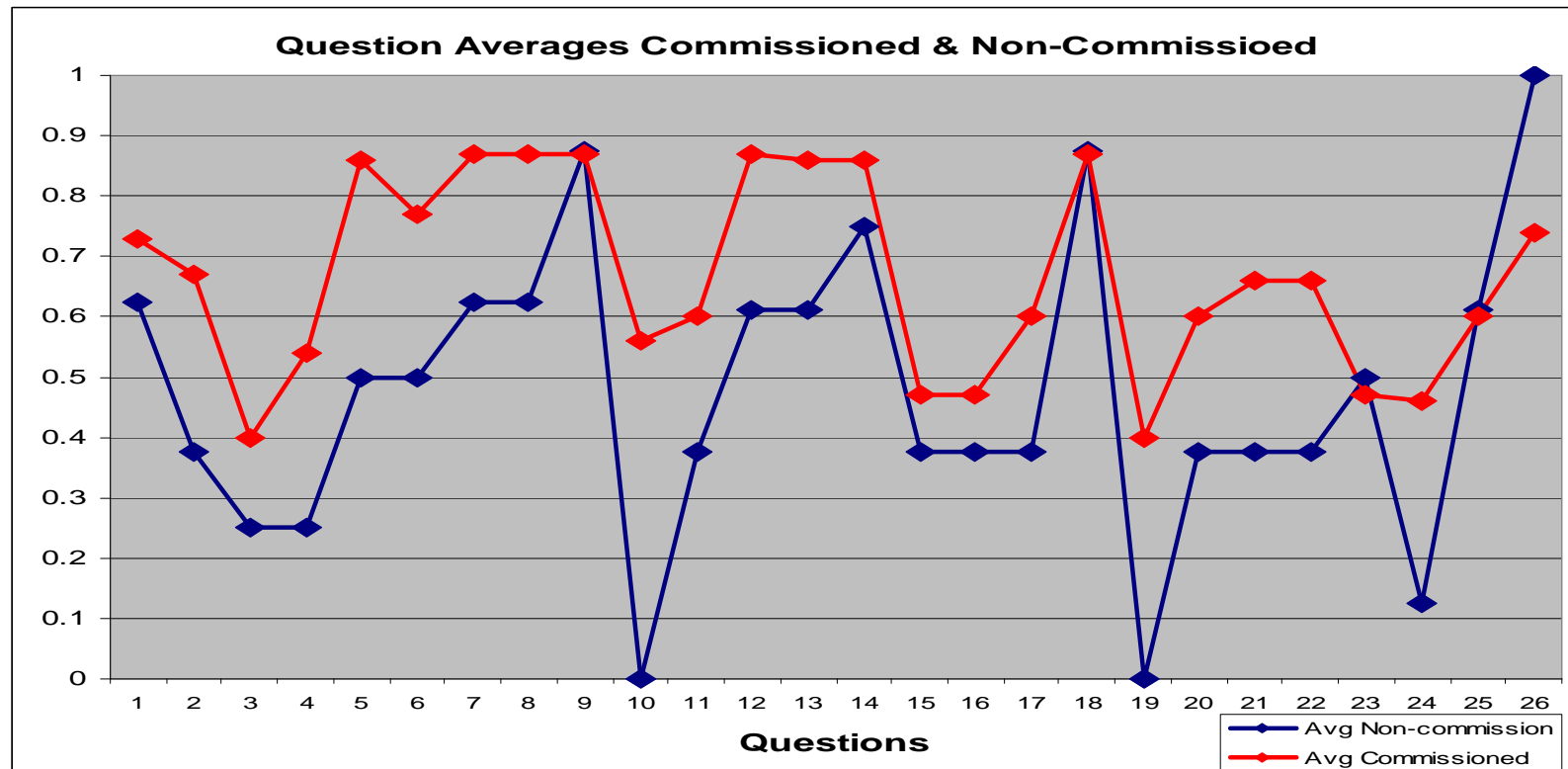
Areas of Opportunity:

- Assignments, promotions are not fairly administered
- Employee performance is not measured accurately and fairly
- The process for evaluating performance is inconsistent
- Internal discipline is inconsistent and unfairly administered
- Work performance is not always high quality and underperformance is not consistently handled
- Employees do not understand the mission, vision, and values of the department
- Employees cannot state the goals and objectives of the department
- Training is not current and consistent
- Technology is not current
- Employees do not understand accreditation
- Employees may not feel accreditation is important
- The department is not proactive
- Employees are not held to the same level of accountability

Of the answers submitted by the non-commissioned staff, the overall scoring of all questions is as follows:

- Strongly disagree – 1%
- Disagree – 8%
- Don't Know – 43%
- Agree – 33%
- Strongly Agree – 14%

To determine if the issues for commissioned and non-commissioned staff are similar, the average scores are combined. The comparison is necessary to determine if issues articulated by one part of the staff are consistent with those of the other members of the department. Presuming they are, a basic road map identifying the department's strengths and weaknesses, opportunities and threats is available. The chief has an excellent guide. While there might be outliers (the points at extremes), they should not be ignored because they may drive some of the other strengths or weaknesses.



As may be seen the concerns among the staff are similar, with few exceptions. Chief Spinks has the opportunity to provide the growth, strategy, and consistency the commissioned staff seeks. Of note – the areas scored lower are typical in most law enforcement agencies. A good vertical and horizontal communication system will begin to address these issues, presuming the processes and methodologies currently in existence are fair and equitable. This information should assist in setting priorities and identifying areas of concern among the employees.

APPENDIX 1 - Fiscal Year 2006 Challenges/Solutions (Emphasis Areas: Supervision & Outreach)

Priority	Challenge	Solution
#1	Records Management System (RMS) is failing to meet our growing agency needs and expectations after 11 years of operation.	Convene multi-agency technology and RMS Summit to develop a strategic plan to address agency needs and to identify enhancements, alternative vendors or migration to alternative RMS.
#2	Current facility is at the end of a 10 year lease and agency growth drives the need for additional space.	Inventory alternative sites that could serve as interim locations for the police facility. Develop alternative options to enhance the current facility.
#3	Staff training is vital due to retirements and the agency is in need of expanded basic and specialized training to increase safety and efficiencies of the staff.	Identify core training topics, and develop staff abilities using traditional classes as well as non-traditional delivery of training information such as on-line courses, etc.
#4	Current investigative resources have been exceeded based on felony call-load increases. The Department has experienced a reduction in the number of successful case clearances as the result of overloading one Detective.	Prepare funding request for FY2007 to create a multi-detective investigations unit.
#5	Traffic complaints continue to be an issue through-out the City.	FY2006 funds Traffic Safety Program as soon as agency is at full strength (4th qtr 2006). Traffic enforcement is given increasing priority by supervisory staff for all patrol shifts.
#6	The Department has had very limited crime prevention, community outreach and emergency management.	FY2006 fund Crime Prevention and Emergency Management Program.

APPENDIX 2 -Fiscal Year 2007 Challenges/Solutions (Emphasis Areas: Investigations, RMS & Training)

Priority	Challenge	Solution
#1	Facility continues to be inadequate for current staff and needs.	Fund an interim solution. Identify long term potential solution.
#2	Implement Technology recommendations from RMS committee formed in FY2006. Identify technology opportunities to increase efficiencies for staff.	<p>Develop a Technology plan working with City IT and others. Fund as needed recommendations from FY2006 RMS Summit.</p> <p>If switching to a Department stand alone Records Management System is borne out by an internal cost-benefit analysis then funding must be included in the 2007 budget to purchase, implement and train staff. At the present time, the shared RMS with Port Angeles PD and the Sheriffs Office fails to meet the needs of the police department.</p>
#3	<p>Investigative resources are needed to combat an increasingly heavy caseload and additional resources are needed to investigate narcotics cases. Federal funding cuts threaten OPNET.</p> <p>2005/06 data indicates 5 years of declining clearance rates and increasing rates of crime for thefts, assaults, burglary, and crimes such as narcotics and crimes against persons.</p>	<p><u>Expand Investigations Unit</u></p> <ul style="list-style-type: none"> - Sgt to Supervise - Add Narcotics Detective - Add new Detectives to enhance clearance rates. <p>New Detective Sgt will be charged with managing case loads and clearances to increase case clearance rates.</p>
#4	Target Training needs identified in FY2006 to include new employee training, crime scene expertise, meet state mandates and to include succession planning into individual training. This Is a significant risk management investment that can no longer be unfunded.	<p><u>Staff full-time Training Officer</u></p> <ul style="list-style-type: none"> - Expand non-traditional training opportunities (LETN) - Train a crime scene specialist within patrol. - Complete overhaul of use of force training. - Centralize responsibility for all training within the Agency.

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|----|---|---|
| #5 | Administrative/support services workload increases with growth in staff and programs. | Create new Records & Department Secretary positions |
| #6 | Continuing growth in population, service population and calls for service per trend data within the commercial business district. | Hire additional police officer to focus on foot, bicycle, and vehicle patrol and partnership building targeting commercial crime and livability issues. |
| #7 | FY2006 community survey found many residents were not aware of Department services and successes. | Enhance the Sequim Police Department image, information exchange and public awareness of agency services through website and PIO. |

APPENDIX 3 - Fiscal Year 2008 Challenges and Solutions (Emphasis Areas: Service Buildout & Interns)

Priority	Challenge	Solution
# 1	Continue RMS upgrades and Technology modernization as reflected in FY2007 plan.	Fund as necessary implementation of RMS needs.
#2	FY 2008-09 is anticipated to see major increases in city population as most development reaches buildout in this time frame.	Fund and train additional police staff to manage increased call load.
#3	Increasing workload and staff necessitate a department restructuring to run administration and operations functions efficiently.	Reorganize administrative and operations sections and add an additional clerk position. - Implement College Intern Program to supplement records staff and increase front office hours open to the public.
#4	Continue to assess facility needs, both interim and on a permanent basis as agency grows.	Fund additional space rental/lease/purchase as necessary. - Using a private developer could fast track building of A new police facility using a combination of lease and Purchase options.
#5	Build out of proactive crime prevention and emergency management programming require additional volunteer or full-time staff.	Fund volunteer coordinator to coordinate the growing volunteer cadre.
#6	Proactively manage liability and risk exposure by pursuing law enforcement accreditation.	Apply for the self-study phase of law enforcement accreditation through the Washington Association of Sheriffs and Police Chiefs (WASPC).
#7	Large numbers of search and arrest warrants combined with felony level crime handled by the department on an annual basis, the agency should have an initial response, containment, and Negotiation resource.	Fund agency-wide training in high risk warrant service techniques for patrol personnel as well as develop a critical incident negotiation ability for select personnel.

APPENDIX 4 - Fiscal Year 2009 Challenges and Solutions (Emphasis Areas: Build Out & Stabilize)

Priority	Challenge	Solution
#1	Strengthen crime prevention and emergency	Continue to expand trained volunteer resources
#2	Continue Department re-organization	Re-organize and/or add supervisory positions to re-align the organization to better run, supervise and manage a larger and growing agency. Fund new positions and re-structure organizational chart and functional assignments.
#3	Technology enhancements and new hardware will have to be evaluated, budgeted for and implemented.	Re-assess needs with an updated Technology Plan review. Fund improvements as indicated/needed.
#4	Continued build out of proposed developments will significantly increase calls for service, and demands for police services, investigations and specialized unit responses.	Add additional patrol officer positions. Continue to expand volunteer programming to supplement traditional police patrols.
#5	The .9 fte Crime Prevention and Emergency Management Coordinator position should be modified to a full-time position.	Increase this position to a 1 fte equivalent.
#6	Identify and train a School Resource Officer for next three year rotational assignment.	Fund necessary training and anticipated expenses related to SRO training.
#7	Identify and train next K-9 Officer for a three year rotational assignment.	Fund training and anticipated expenses related to K-9 outfitting and training.

APPENDIX 5 - Fiscal Year 2010 Challenges and Solutions (Emphasis Areas: Focus on Specialization)

Priority	Challenge	Solution
#1	Agency operating policies had not been updated nor enhanced for sometime. Since 2005, policy committees have been reviewing, updating and submitting new policy proposals for final management review and dissemination.	General Operating Manual (GOM) review by management staff in preparation for accreditation process. The GOM will by this time be an encompassing document meeting law enforcement accreditation guidelines.
#2	The Olympic Peninsula has no qualified and certified crime scene experts or technicians who can do fingerprint comparisons, and related technical processing.	Complete training and certification requirements for a specialized Crime Scene Investigator.
#3	Identify internal candidates for a defensive tactics instructor.	Fund additional overtime and training money in the training budget.
#4	Identify internal candidates for a Detective replacement for a five year rotational assignment.	Fund additional training dollars to fully train a new Detective within a eighteen to two year time frame.

APPENDIX 6 - Fiscal Year 2011 Challenges and Solutions (Emphasis Area: Accreditation)

Priority	Challenge	Solution
#1	In anticipation of revising the strategic plan for years 2013-18, begin internal review of existing plans and general operating Manual.	Review and conduct assessments in the areas of training, technology, General Operating Manual and accreditation.
#2	Overall review of accreditation self assessment process. Make decision to proceed or not.	Complete accreditation self-assessment. Conduct Overall assessment of Department to decide on next step for Accreditation process.

APPENDIX 7 - Fiscal Year 2012 Challenges and Solutions (Emphasis Areas: Evolve and Strengthen)

Priority	Challenge	Solution
#1	The strategic plan, while serving as a living document, is in need of a half-decade update and restructuring.	Convene strategic planning working group to develop an updated strategic plan.
#2	Continued growth of the agency will require that the police department update its organizational and functional charts.	Re-align staff and fund assignment changes. Publish a revised agency organizational chart in order to ensure that internal productivity and efficiencies are realized.
#3	Enhance patrol force resources and capabilities.	Fund a patrol K-9 team to enhance tracking and deterrence capabilities.
#4	Identify and train a School Resource Officer for next three year rotational position.	Fund training and anticipated expenses for School Resource Officer.
#5	Identify and train a Detective as a replacement Detective within the Investigations unit for a five year rotational assignment.	Fund training dollars to fully train a new Detective within a time frame of eighteen months to two years.
#6	Identify and train K-9 Officer for next three year rotational assignment.	Fund training and anticipated expenses for K-9 Officer position.

YEARLY MILESTONES

Fiscal Year 2006 Tasks

GOAL AREA	TASK OR ACTIVITY	TIMING	RESPONSIBILITY	BUDGET
ADMINISTRATIVE & TECH SVS				
	Establish clear and concise mission, vision and values statements.	Sum 2006	Chief	\$0
	Inter-Agency Technology Summit (Pencom & Inter-Agency) to address the need to develop a strategic plan for technology and radio system capabilities that are sustainable or to look at new alternatives to the present 9-1-1 system and/or records management system (RMS), as well as to address MDT and mobile field reporting capabilities.	FY2006	Chief - Sgt. Crain	\$ 1,000 travel & conference expenses
	Succession Planning: Career Development & Training Planning (build into training, evaluations, and policy)	On-going	Chief	\$0
	Fund and Roll Out Public Safety Network (PSN)	FY2006	Sgt Crain & IT Staff	\$ in Pencom budget
	Interim Police Facility Search and acquire interim portable or annex facilities to increase current staffing efficiency.	On-Going	Chief and Capital Project Mgr	\$50,000
	Explore long-term facility development.	S/A	S/A	Variable
	Implement Monthly PD Report (call load, productivity, enforcement tracking), which will support the Annual Report development. Report will capture agency activity to include business calls, front counter contacts, violations, traffic warnings/written warnings, arrests, bookings, building checks, etc.	FY 2006	Sgt Crain - Records - Volunteer staff	\$0
	Establish General Operating Manual (GOM) format and topical areas. Assign policy topics to small committees for action and development. Policies to be written to regional accreditation standards.	On-Going	Coordination by Sgt Madison	\$Printing & support staff OT
OPERATIONS				
	Traffic Safety & Enforcement Program Rollout	FY 2006	Sgt Almberg	\$Budgeted
	Patrol Response Team Training and Policy Development	FY 2006	Sgt Madison	\$Core Funding

COMMUNITY POLICING				
	Develop Crime Prevention & Emergency Mgt Program (Material Distribution, DVD Production, Public Safety Fair, CERT)	FY 2006 and on-going	Ofcr Turner	Budgeted
	Cost and Finance AM Alert Radio System		Ofcr Turner	\$100,000 (lease/Purchase)
	Supplemental Budget Request to Council for CP & EM	Sum 2006	Chief	Approved
	Develop Initial Outreach Programming (Bank Check Program, Home & Business Security Surveys, Crime Prevention Fair, Neighborhood & Business Watch Programming and CERT Development)	FY 2006 into FY2007	Ofcr Turner	Budgeted
	Fund and Roll-Out R-U-OK Program		Ofcr Turner	\$7500 (includes \$2,500 Rotary donation)
	Develop Pin Map System to track crime occurrence.	FY 2006	VIPS	
	Explore Electronic Pin Mapping process for web site deployment	FY 2006 to 2007	City IT Dept & VIPS	
	Develop supporting liaison with Boys & Girls Club as a crime prevention program and support city funding for program expansion.	On-going	Chief	
	Produce Annual Crime Prevention Fair beginning in October 2006.	October	Ofcr Turner	Budgeted
INVESTIGATIONS				
	Prep for Narcotics Detective Assignment & OPNET Liaison	Wtr 2006 and will extend into 2007	Sgt Madison	
	Sign Inter-Agency for LINX system, train Detective and roll out policy.	FY 2006	Det Hall	\$travel
TRAINING				
	Utilize training volunteer coordinator to coordinate training records, LETN and other on-line training resources	Spr 2006	Volunteer Alicia Lampert	\$
	Train two new Firearms Instructors	Sum 2006	Sgt Madison	\$3,000

	Re-vitalize Department firearms training program	FY 2006	Sgt. Madison	\$0
	Identify training goals for FY 2007	FY 2006	Chief	\$0
TRIBAL LIAISON	Explore shaded areas for law enforcement, crime prevention and emergency management and develop a partnership plan	Fall 2006	Chief	unk

Fiscal Year 2007 Tasks

GOAL AREA	TASK OR ACTIVITY	TIMING	RESPONSIBILITY	BUDGET
Administrative & Tech Svs				
	Continue to revise and expand the department General Operating Manual (GOM) along contemporary professional guidelines.	On-Going	Committee Coordination by Sgt Madison	\$
	Incorporate the remodeling of the Department or identify Interim solutions to increase additional staff workspaces due to agency growth.	FY2007	Sgt Crain	\$12K
	Technology Plan (Hot Spots, RMS, Laptops, MDT's, E-Ticketing, on-line crime reporting)	FY 2007	Sgt. Crain	\$
	Develop a preferred long-term facility project with funding options and projects.	On-going	Chief Spinks	
	Liaison with Peninsula College and the Criminal Justice Program to map out a feasible Scholarship Internship Program with funding and program expectations for rollout in 2008.	On-going	Support Services	Planning
Operations				
	Budget for purchasing quality CD based video cameras for each police vehicle assigned to patrol on 5 yr. lease purchase	FY 2007	Sgt. Almberg	\$20k annual
	Run several new patrol officers through Fto program	FY 2007	Sgt. Madison	\$12k
	Re-vamp schedule to reflect additional shift coverage by new positions.	FY 2007	Sgt. Campbell	\$0
	Implement a Downtown Patrol Officer Program, if funded.	FY 2007	Chief	\$75k
Community Policing				
	Roll out of operational RUOK program	FY 2007	Ofcr Turner	\$2000
	Complete city-wide distribution of Emergency Preparedness and Crime Prevention Materials	FY 2007	Ofcr Turner and Volunteers	
	Promote CERT teams and regional training opportunities	FY 2007	Ofcr Turner	\$2000
	Continue to build Neighborhood Block Watch program	FY 2007	Ofcr Turner	\$1000
	Update website	FY 2007	Ofcr Turner & I.T.	\$1000

Investigations				
	Create a Detective unit with a dedicated Sgt. Providing management of investigative operations, establishing and utilizing solvability criteria to prioritize and continuing cases.	FY 2007, FY2008	Chief Spinks	\$225k to \$275k
	Fund, recruit and hire a full-time Narcotics Detective to enhance the Department's drug investigations capability.	FY 2007	Chief Spinks	\$75k
	Fund, recruit and hire a full-time Detective to relieve the current caseload stress and to enhance successful resolution of criminal investigations.	FY 2007	Chief Spinks	\$75k
	Tie in technology such as LINX into investigations	FY 2007	Det. Sgt.	
Training				
	Assign the responsibility for coordinating the department's training program to one dedicated staff position in order to centrally manage, coordinate and enhance agency-wide training while reducing traditional liability exposures.	FY2007 budget	Chief	\$75k
	Schedule on-site department wide Line Officer and Sgts Academy with The Results Group		Chief & Training Officer	\$10,000
	Implement Roll Call and Shift Based In-Service Training Program		Training Officer	
	Implement Law Enforcement Digest (LED) In-Service Training and Verification		Training Officer	
	Provide training for sworn personnel to enhance preliminary criminal investigations.	FY 2007	Training Officer	Training Budget
	Continue to enhance Department firearms program	On-going	Firearms cadre	Dept budget
	Fully implement and utilize LETN and other on-line training resources	FY 2007	Training Officer	Dept budget
Tribal Liaison				

Fiscal Year 2008 Tasks

GOAL AREA	TASK OR ACTIVITY	TIMING	RESPONSIBILITY	BUDGET
Administrative & Tech Svs				
	Recruit and hire new Lieutenant position.	FY2008	Chief	\$85k
	Continue to revise and expand the department General Operating Manual (GOM) along contemporary professional guidelines.	On-Going	Committee Coordination by Sgt Madison	
	Implement Technology Plan and RMS solution	FY 2008	Sgt. Crain	
	Facility search – build and move	On-going	Chief Spinks	
	Apply for self study status for law enforcement accreditation with WASPC Accreditation Program	FY 2008	Chief Spinks	
	Rollout Peninsula College Scholarship Intern Program and target weekend days and weekday swing shifts for expanded office hours.	FY2008	Support Services Division	\$50k
Operations				
	Re-align patrol schedule to capture efficiencies for patrol coverage and supervision with added staff.	FY 2008	Operations Chief	
	Re-structure Department organizational structure recognizing growth of agency over the last several years	FY 2008-2009	Command staff	
	Roll out full-time Downtown Patrol Officer Program	FY2008	Operations Div	
Community Policing				
	Continue to identify and nurture Block Watch program and other crime prevention programs	On-going	Ofcr Turner	
	Design Project Lifesaver program for Sequim and surrounding area – identify partners for this program	FY 2008	Ofcr Turner	
Investigations				
	Fully train Detective staff 2007-2008	On-going	Det. Sgt.	
	Fully implement supervision and management structure to Detective unit	FY 2008	Det. Sgt.	
	Evaluate Prosecutor- Officer Intern Program	Fy 2008	Det. Sgt.	

Training				
	Develop Department Training Plan for FY 2008	FY 2008	Training Officer	
	Enhance Use of Force Training/ Defensive Tactics	FY 2008	Training Officer	
	Enhance High Risk Entry training	FY 2008	Training Officer	
	Increase Critical Incident training	FY 2008	Training Officer	
Tribal Liaison				

Fiscal Year 2009 Tasks

GOAL AREA	TASK OR ACTIVITY	TIMING	RESPONSIBILITY	BUDGET
Administrative & Tech Svs				
	Recruit and hire new Lieutenant position.	FY2009	Chief	\$85k
	Continue to revise and expand the department General Operating Manual (GOM) along contemporary professional guidelines.	On-Going	Committee Coordination by Sgt Madison	
	Facility buildout	On-going	Chief Spinks	
	Facilitate implementation Department re-organization plan	FY 2009	Command staff	
	Update/review Technology Plan	FY 2009	Sgt. Crain	
Operations				
	Identify and train a School Resource Officer for 3 yr rotational assignment	FY 2009	Command staff	\$
Community Policing				
	Conduct a community survey assessment of current crime prevention and emergency preparedness awareness training programs.	FY 2009	Ofcr Turner	
	Continue to identify and nurture Neighborhood Watch, etc.	FY 2009	Ofcr Turner	
	Implement Project Lifesaver	FY 2009	Ofcr Turner	\$12,000
Investigations				
	Increase narcotics cases and prosecutions	FY 2009	Det. Sgt.	
	Improve case clearance rates	FY 2009	Det. Sgt.	
Training				
	Integrate Firearms, all tactical weapons and defensive tactics training	FY 2009	Training Officer	
	Review/revise as necessary the Department Training plan	FY 2009	Training Officer	
Tribal Liaison				

Fiscal Year 2010 Tasks

GOAL AREA	TASK OR ACTIVITY	TIMING	RESPONSIBILITY	BUDGET
Administrative & Tech Svs				
	Finalize General Operating Manual for management review	FY 2010	Command staff	
	Facility search – long term solution	On-going	Chief Spinks	
	Assess Department Re-organization	FY 2010	Chief Spinks	
Operations				
Community Policing				
	Review community assessment of programs/institute changes as indicated by results	FY 2010	Ofcr Turner	
	Assess Project Lifesaver program	FY 2010	Ofcr Turner	
Investigations				
	Identify Detective replacement for 5 yr. rotational assignment	FY 2010	Command staff	
Training				
	Enhance/expand Department crime scene investigation specialty expertise	FY 2010	Det. Sgt./Training Officer	
	Identify Training Instructor Cadre and development training	FY 2010	Command staff	
Tribal Liaison				

Fiscal Year 2011 Tasks

GOAL AREA	TASK OR ACTIVITY	TIMING	RESPONSIBILITY	BUDGET
Administrative & Tech Svs				
	Conduct internal review/self-assessment for Accreditation	FY 2011	Command staff	
	Conduct assessments of Training plan, Technology Plan and General Operating Manual in preparation for the 2012 Strategic Plan review process	FY 2011-2012	Command staff	
	Facility search – long term solution	On-going	Chief Spinks	
Operations				
Community Policing				
Investigations				
	Fully train newly assigned Detective(s)	FY 2011-2012	Det. Sgt./Training Officer	\$
Training				
	Review/revise Department Training plan	FY 2011	Training Officer	
Tribal Liaison				

Fiscal Year 2012 Tasks

GOAL AREA	TASK OR ACTIVITY	TIMING	RESPONSIBILITY	BUDGET
Administrative & Tech Svs				
	Review Departmental achievements in relation to Strategic Plan/Begin process for next 5 year plan.	FY 2012	Command staff	
	Pursue Accreditation if review indicates	FY 2012	Chief Spinks	
Operations				
	Identify and train a School Resource Officer for next three year rotational assignment	FY 2012	Command staff	
	Fund, identify and train a patrol K-9 team with tracking as well as narcotics abilities	FY 2012	Command staff	
Community Policing				
	Conduct community surveys in conjunction with Strategic Planning process.	FY 2012	Ofcr Turner	
Investigations				
	Identify and train a Detective as a replacement investigator for a five year rotational assignment.	FY 2012	Command staff	
Training				
	Review/revise Department Training Plan	FY 2012	Training Officer	
Tribal Liaison				

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